

Exploring multi-party collaboration towards shared value across a platinum mine

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ABSTRACT

The mining industry and its related activities presents a major source of income for many developed and developing countries. Despite this, the negative sentiment of the impacts of mining on the environment and communities that surround it are rising. Corporate Social Responsibility (CSR) programs largely legislated, are meant to address these impacts, yet to date, the ability for CSR to sustainably impact communities in a positive way is limited. CSR is considered an expense to companies and therefore regarded as unsustainable. An alternative to CSR is the concept of Shared Value, which speaks to a mutually beneficial relationship between a company and its stakeholders.

The purpose of this research was to explore how multi parties, namely company, community and government, could, via collaboration, work together to achieve shared value across the context of a Platinum Mine in Limpopo, South Africa. It was found through this research that significant barriers exist to the concept of shared value. Some of the barriers are physical in nature (basic service and infrastructure for communities lacking) and other barriers relate to the condition of the relationship between the parties and impact of there-of. It was found that multi-party collaboration is not present.


The study has found that if the concept of shared value is explored in the chosen context, it is vital that the relational aspects of trust, engagement, transparency and mutual respect are addressed and achieved. It has also been found that the concept of shared value in the theoretical context of present literature might not be attainable in this context due to the institutionalization and legislated nature of CSR in South Africa, therefore any implementation in this context will be in the form of a hybrid between the 2 concepts (Shared value and CSR).

KEY WORDS

multi-party collaboration, shared value, corporate social responsibility, relational aspects

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the 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 obtained the necessary authorisation and consent to carry out this research.

A handwritten signature in black ink, appearing to read 'Ashina Buddu', written over a horizontal line.

Ashina Buddu

07 November 2018

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1. INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Title

This research deals with exploring how multi parties, namely company, community and government, could, via collaboration, work together to achieve shared value across the context of a Platinum Mine in Limpopo, South Africa.

1.2 Mining, Corporate Social Responsibility and Shared Value

The process of mining and all its related activities is a major source of income for many developed and developing countries. Governments in developing countries rely heavily on the revenue mining creates in the form of taxes. Yet the sentiment around the process of mining is that it is still considered highly controversial due to the social and environmental impact it generates. These impacts range from the loss of agricultural land due to numerous village relocations (necessitated by the presence of minerals under these villages) as well as the impacts of dust, noise and ground water pollution (Moffat & Zhang, 2014). It is no longer adequate for mining houses to merely comply to mandatory legal instructions passed down by ruling governments, and the reputational pressure as well as threat for retraction of mining rights to mining companies for doing the bare minimum is high. Mining companies have been under great scrutiny from the public and governments with respect to their management of environmental and social impacts at large.

The scrutiny of the mining Industry is further in the spotlight with the release of the United Nations Global Sustainable Development Goals (SDGs) in 2015. The SDGs aim to get public-private partnerships (and multi-stakeholder collaboration) to work towards achieving social and environmental sustainability whilst creating economic development opportunities. Along with the release of the goals, it was recognized that the Global Mining Industry often negatively contributed to the goals. Considering the size of the Industry worldwide along with the reliance of many developing countries on the revenue attained from being mineral rich, the Mining Industry, if not actively confronted and considered could have the potential to create obstacles for the attainment of the SDGs by the allocated time frame of 2030. However, if actively managed and mapped to the SDGs, the Global Mining Industry could be one of the biggest positive contributors to the attainment of the SD Goals. It is in this construct that the World Economic Forum, along with the United

Nations Development Program and the Columbia Centre on Sustainable Investment released a map detailing how the Mining Industry could contribute positively to the SGDs (Sonesson, Casper; Davidson, Gillian; Sachs, 2016). It is the view of the World Economic Forum that the Mining Industry could work actively to the attainment of social inclusion, environmental sustainability and the attainment of economic development through the process of multi stakeholder collaboration. With the publishing of the Atlas, mapping out the potential positive impact Mining could contribute, the pressure for the Mining Industry to rise to the occasion is prevailing.

Corporate Social Responsibility (CSR) programs are meant to help address the social and environmental impacts within communities surrounding mines, with mines trying to develop a relationship with their affected and impacted communities. Extensive research has been conducted on CSR, its implementation and its benefits. It has been found that the ability of existing CSR programs to effectively impact communities in a positive, sustainable way for the future remains unknown (Kapelus, 2002). Studies relating to mining companies and CSR have shown that the company holds the reigns and is at the centre of the network, thereby exerting its authority on most stakeholders around it. Rajak (2008) also concluded that CSR elevates corporate authority over that of community stakeholders, hence the ability of CSR to positively impact its communities and address real social problems is very limited (Rajak, 2008).

The most recent criticism of CSR comes from Porter, Kramer & Mark (2011) where it is argued that CSR is a company's response to society and more explicitly, governments directives. They also argue that CSR is related to enhancing a company's reputation and largely aimed at obtaining and maintaining a social licence to operate. CSR is further criticised because it does not in any way improve a company's competitive advantage or add to its profit margin, and as an expense it diminishes profit. As an expense, CSR is classed as a cost centre and cost centres are very rarely part of a company's strategy therefore CSR may never be able to be to make a real, meaningful contribution to social upliftment. Under these constructs, it is argued that CSR is unsustainable (Porter, Kramer, & Mark, 2011).

The concept of shared value has been offered as an alternative to CSR.

Shared value, as described by Porter et al (2011) refers to a mutually beneficial relationship between a company and its stakeholders, where-in all parties involved share profits attained through the relationship. The underlying assumption is that if the relationship is mutually beneficial to all stakeholders, the construct of everybody benefitting

(even the company) renders the relationship sustainable. Along with sustainability of the relationship, by implementing the constructs of shared value, social tensions are also alleviated, all whilst contributing to a company's competitive advantage – a proverbial win-win situation (Porter et al., 2011). However, the shared value concept, just like that of its counterpart (CSR), has been criticised for enabling the company's power hold over communities (Aakhus, Mark, Bzdak & Micheals, 2012).

The concept of shared value has also been questioned under the hypothesis that if profit making and assisting society can be done co-currently, in the face of adversity, be it economic recession, rising inflation or sharply declining commodity prices, will the capitalist position of the company reign over its societal obligations (Kapelus, 2002).

1.3 Purpose of the Research

The field of study is in Business Ethics and Social Sustainability.

The purpose of the Research is to explore how the concept of shared value could be implemented across a Platinum Mine in Limpopo, South Africa. To do this, it is necessary to understand what the barriers and enablers to the concept are, how concept could be operationalized and how the relational aspect of trust, (that is fundamental to multi-party collaboration), could be achieved and maintained.

Shared Value as a concept is largely explained by examples of companies around the world that are practising the constructs in a successful way. The methodology for implementation of the shared value concept entails a 3 step guideline on the ways shared value could be implemented, namely redefining productivity in the value chain, reconvening products and markets and building industry clusters (Porter et al., 2011).

Whilst the available literature cites many examples of the shared value concept, a framework for implementation is missing. One of the major critiques of the shared value concept is that it ignores tensions that exist between economic and societal goals (Crane, Palazzo, Spence, & Matten, 2014). These relational aspects, although considered “soft” have been found to be enablers within multi-party dynamics (like that between mining companies and communities) specifically when employed to grievance resolution strategies (Kemp, Owen, Gotzmann, & Bond, 2011). There is a significant gap in the existing body of literature on the concept of shared value, pertaining to the barriers and enablers of the concept as well as to how the concept of shared value could be operationalized.

The 3-step methodology for implementation as explained by Porter et al (2011) lacks any substantial form of relational aspects that one would expect to be present. Although relational aspects, like trust, have been found in literature to be enablers within multi-party dynamics and shared value being fundamentally the collaborative effort of multi-parties for the benefit of all, the construct of shared value in current literature does not consider these relational aspects.

If the concept of shared value is to be considered a real alternative to CSR, the way it can be implemented, pertaining to the identification of its barriers and enablers, the method in which the concept could be operationalized as well as the relational aspects of the construct, needs to be explored.

In the context of the South African mining industry, the political impacts of the past are still very prevalent, with deep tensions between communities and the corporations they surround. The South African Mining industry has a dark political past stemming from years of apartheid and racial segregation. During this time, the “colour bar” prevented black workers from attaining skilled jobs. This, along with other apartheid policies like deficient educational and health care systems for black people has culminated in the very poor socio economic circumstances most mining communities find themselves in (Cronje & Chenga, 2009).

Along with the normal pressures global mining companies face like operational efficiency in a price taking environment as well as the rise and fall of commodity prices, South African mines face further pressures from government and society in ever climbing expectations for the process of mining in the country to resolve real social issues and create social economic impact in the communities they operate (Lane, Guzek, & Van Antwerpen, 2015). With historical CSR activities of mining companies having made little to no difference in the country where income inequality the highest in the world and poverty and unemployment is rising, there is a compelling reason for the concept of shared value to be explored.

1.4 Research Questions

The following research questions are aimed at identifying how multi-party collaboration could work towards attaining shared value

1. **Research Question 1:** *What are the enablers and barriers for the concept of shared value to work?*
2. **Research Question 2:** *What are the current and potential future impediments to the operationalization of shared value?*
3. **Research Question 3:** *What are the critical success and risk factors for trust to be established and maintained between all parties?*

1.5 Theoretical Implications of the Research

The concept of CSR has an extensive body of literature available. These works detail the concept definition, methods of implementation, the benefits of implementation as well as the sustainability of the concept. One may argue that as a reactively new concept, shared value in terms of theoretical literature work is lacking. In terms of implementation all that is available is a 3-step guideline and examples of companies that are executing shared value. An extensive gap in the literature exists on how the concept could practically be operationalized, what would the enablers and barriers to concept and how relational aspects (specifically trust), that are shown to be important to multi-party collaboration, could be attained between companies and stakeholders, specifically communities.

The latest debates literary on the concept of shared value are, on the one side, it is the alternative to a predominantly unsuccessful CSR journey to date and could help companies achieve real social inclusion whilst at the same time attaining profits and enhancing their competitive advantage (Porter et al., 2011). On the other side of the debate is the construct that the shared value concept is a theoretical one and lacks depth in terms of implementation (Dembek, Singh, & Bhakoo, 2016).

By addressing the research questions proposed, a deeper literary understanding of how the concept could be implemented and operationalized, taking into account that relational aspects are fundamental. This will be a meaningful contribution to the lacking body of literature on the concept of shared value.

1.6 Business Implications of the Research

South Africa is a developing country and heavily reliant on the revenue it receives from the Mining industry in the form of taxes. The industry contributes significantly to the country's economic activity. In 2017, the South African mining industry contributed to 8% of the national gross domestic product of the country. The industry employs 1 in every 40 working people which equates to approximately 2,5% of the working population. (Statistics South Africa, 2018)

With increasing governmental and community pressure for the Mining industry to become driving forces in the creation of socio-economic development in the areas they mine, the historical implementation of CSR has not been able to deliver. Communities are still very much dependent on the Mines that surround them, and tensions associated with the limited impact of CSR are culminating in many, often violent community uprisings that drastically effect profitability on Mines in an already tough economic environment.

The mining industry is crucial to South Africa and finding ways to alleviate the social impacts that the process creates will ensure its sustainability and growth into the future. This in turn will help South Africa grow it's GDP in a way that is inclusive and allows for the economic participation of all and not a select few. If social impacts are not addressed in a meaningful, sustainable way, the negative effects of the industry on its communities and the economy will be drastic. It is therefore warranted to explore the concept of shared value in this context.

The following chapter outlines a review of the literature relating to the research problem and demonstrates further, the need for the research.

2. LITERATURE REVIEW

2.1 Introduction

The purpose of the Research is to explore how the concept of shared value could be implemented across a Platinum Mine in Limpopo, South Africa. The aim of the literature review is to ascertain the theoretical foundation for the research, identify the existing constructs and debates available and explain how they have assisted in the formulation of the research questions.

The literature review is methodical in nature and starts with the concept of CSR, its application and criticism. It is important to understand the tenets of CSR to justify the need for the migration to shared value.

Thereafter, the concept of shared value, penned as an alternative to CSR, is explored under the similar constructs wherein the latest debates on the operational implementation of the concept is explored. As a relatively new concept, it is as important to understand the “how” as it is to understand the necessity of the concept.

Through the literature review of the concept of shared value, the relational aspect of multi-party collaboration is uncovered and further explored through the theories of stakeholder management and of reciprocity and interdependent exchange.

Finally, the application of the above to mining and mining communities are explored.

2.2 Corporate Social Responsibility

Definition

Corporate Social Responsibility (CSR) has been defined in many constructs since its conception in 1950. Dahlsrud (2008) conducted a study on the various definitions of CSR and concluded that the main themes of CSR are interlinked through 5 key dimensions namely, stakeholder, economic, social, environmental and voluntariness. It was found that although there exists extensive literature on the description of CSR, very little in the way of explaining how to successfully implement CSR exist. The way in which CSR is implemented and the tools used very much depends on the context (Dahlsrud, 2008).

Application

In pre-apartheid South Africa, CSR has been largely characterized by gifting and social donations to charities. After 1994 and the introduction of new legislation primarily aimed at economic inclusion of South Africa's majority, racially excluded population, the concept was forced to evolve from "corporate giving" to "social and political strategy" (Kapelus, 2002). The application of CSR in South Africa, and more specifically the mining industry, is largely informed by institutionalized policies (Visser & Tolhurst, 2017).

If Dahlsrud (2008) says that the context in which CSR is applied is an antecedent to the tools and management philosophies used operationally to execute CSR, and Visser & Tolhurst (2017) say that in South Africa, an emerging economy dealing with significant social issues where CSR is largely institutionalized by government policy, it can then be inferred that relationships between corporations and its societal stakeholders in the context of South Africa are largely transactional in nature.

Policies are aimed at the standardization of CSR and legislated to ensure compliance and accountability on the part of companies. Even the Johannesburg Stock Exchange has included mandatory reporting on CSR by companies listed (Visser & Tolhurst, 2017).

Criticism of Corporate Social Responsibility

Numerous criticisms have surfaced relating to how Corporations undertake CSR. Lawson and Bentil (2014) argue that CSR programs create a culture of dependency on Corporations by those receiving the social benefits (Lawson & Bentil, 2014). This culture of dependence can also be on the part of governments, as CSR spending (especially around mines) takes over primary duties that are functions of government (Kapelus, 2002); (Lawson & Bentil, 2014). Another major criticism of CSR is that as the giver of funds, the corporation ultimately wields power over whom it wishes to extend its help to. The company can yield that power to ensure projects and programs that it deems important are facilitated only (Rajak, 2008). This one-sided power dimension has the potential to create tensions in the relationships CSR are expected to foster (Kapelus, 2002).

From this we can infer that the needs of the communities that benefit from CSR are largely ignored, and rather the company decides the way and form CSR will take. This could explain why CSR in the context of South Africa, has not made a significant impact and deep social issues still exist.

Business could respond to this by creating platforms to ensure that they are executing their CSR in line with societal stakeholder needs, but that would translate to ensuring they fulfil both societal needs as well as complying to the institutionalized policies and laws that have been put in place by government. With the South African Government structure being segregated into National, Provincial and Local government, we can conclude that the translation of societal needs undergoes a number of wash cycles until its eventual culmination into an executional plan for a company.

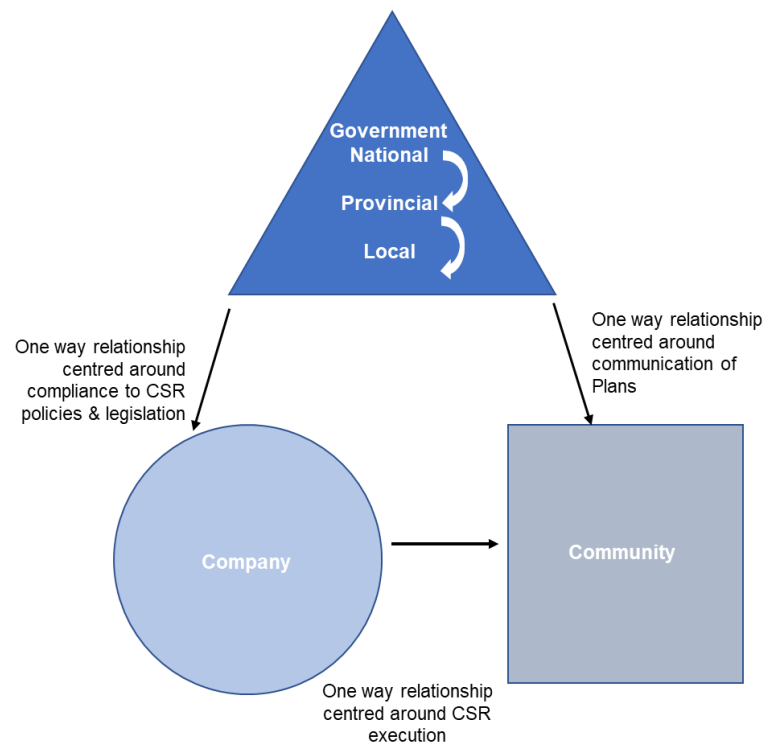
This argument makes sense because, one would think that in a country where CSR practices are so highly institutionalized via government policies and legislation, and it is further supported by the main electronic market (the Johannesburg Stock Exchange) as well as the Corporate code of Governance (King) that both require mandatory reporting by companies on their CSR efforts, the impact of those very CSR efforts would be dramatic. Yet it is not. South Africa still struggles with record levels of unemployment, poverty, high income inequality and sluggish factors of production.

The most recent criticism of CSR comes from Porter et al (2011) where they argue that CSR is largely a corporation's response to government and societal pressure and is aimed at enhancing reputation. Also, they consider CSR as an expense to a company and therefore argue that as an expense it cannot be considered core to strategy. Under these constructs, they argue that CSR is unsustainable (Porter et al., 2011).

One could improve on this argument by inferring that not only is CSR a cost to company and an expense, but the manner in which it is managed and executed in the context of South Africa also sets the concept up to fail.

Considering the socio political post-apartheid governmental mandate on CSR aimed at creating equality and uplifting the lives of those historically disadvantaged and economically excluded, along with the construct that CSR is largely an expense, it should be no surprise that the execution and management policies put in place have not reaped significant benefit for society at large and in fact the practise of CSR is executed by companies largely to comply.

Figure 1: Diagram showing relationships and communication under the constructs of CSR



Porter et al (2011) go on to pen the concept of Shared Value as an alternative to CSR.

2.3 Shared Value

Concept

The concept of shared value was penned by Porter et al (2011) and describes a relationship between the corporation and its stakeholders that goes beyond just “sharing profits” or “handouts” (Porter et al., 2011). They go on to define SV as “corporate policies and practices that enhance the competitiveness of a company while simultaneously advancing social and economic conditions in the communities in which it operates”. They explain that forcing corporations to donate to society imposes a constraint and is therefore unsustainable.

If corporations can get something out of the relationship either in terms of a profit or a competitive advantage, they may be more inclined to keep doing it and at the same time, society benefits. It also renders the relationship sustainable, as it is mutually beneficial and

not based solely on one parties need for help and the other party's moral obligation to help (Porter et al., 2011).

Von Liel (2016) further links this concept to the first order of ethics, where business behaviour is driven by self-interest and if self-interest driven behaviour can benefit the broader society, this benefit to society thereby becomes sustainable (Von Liel, 2016). One could use this argument to explain the inherent failures with CSR.

If businesses are really driven by self-interest, CSR in its current form in the context of South Africa (policies and legislation as well as mandatory reporting) is bound to be purely a transactional relationship and companies are doing what they must to comply and not face harm to reputation or government backlash.

Add to this argument that CSR is largely an expense for the company, it should be no surprise that the self-driven interest of companies plays out. If, however, the alternative was a mutually beneficial relationship between all parties, where success to society directly translated to a competitive advantage to company and vice versa, businesses could have the potential to make long lasting, real, positive impacts to society and the country.

Shared value is considered the alternative to CSR, wherein it describes mutually beneficial relationships between corporations and their stakeholders, more specifically the communities in which they operate, thereby reducing dependence of the communities on the corporations and creating sustainable societal value, which is part of the core of company strategy. Hence it becomes fundamentally important to understand the barriers and enablers to shared value.

Critique of the Shared Value concept

A major critique of the shared value concept is that it is based on a narrow understanding and application of a corporation's role in society, it fails to address the tensions that are present between societal and economic goals, and its explanation of the challenges of business compliance is immature (Crane et al., 2014). Also, like the very concept of CSR that pins the corporation's view of "what society needs" at the centre of circle, the shared value concept once again places the company at the centre of the stakeholder network (Aakhus & Bzdak, 2012).

This argument would make sense, if companies were in total control of its CSR activities and invested and executed its CSR activities based solely on its ethical and social commitment. But, in the context of South Africa, this is not true. In South Africa, CSR is mandated by legislation and other regulatory bodies (Visser & Tolhurst, 2017).

So whilst there be an element of the company deciding what it does for its stakeholders, the bigger part of its activities are driven by legislation. If this is true for companies, we may then assume that they do not in fact, hold all the power, but rather some of that power sits with Government.

Perhaps the biggest critique of the concept of shared value comes from Kapelus (2002) however, at the time, he was referring to CSR. If companies are guided by moral motivation, then they will live up to the commitments to stakeholders, even at the cost of shareholder value. However, if companies are motivated to adopt CSR efforts based on profit enhancement, then the concept becomes a business tool that can be adapted and distorted when the business environment calls for it (Kapelus, 2002). This explains the possible effects of CSR being a tool founded on moral obligation verses a profit-making tool. The difference between the 2 approaches is very close to the comparison of CSR and SV made by Porter et al (2011), with CSR being the former and shared value being the latter.

The problem with this argument is, how exactly does one get companies to be guided by a moral motivation? Companies, by its very nature, are capitalist ventures and are focused on creating and growing shareholder value.

However, the question beckons, given shared value being primarily a means for a company to link economic benefits (profits) with societal benefits, will the force of capitalism override the societal need in the face of adversity from the internal or external environment?

In a country like South Africa, with a high income inequality gap, coupled with record levels of poverty and unemployment, it is unknown if the concept of shared value actually has the power to impact and transform these real problems in a meaningful way or if the capitalist position of the company will still be central to the concept, thereby rendering the concept ineffective.

With the deep historical context of apartheid that has culminated in the socio-economic situation that exists today, it is unknown if the concept of shared value can understand these complex relationships and alleviate them to success for all stakeholders. These

constructs speak to the relational aspect of the concept of shared value, which is largely undefined in literature.

Shared Value Framework

The concept of shared value as penned by Porter et al (2011) explains the methodology of implementation via 3 ways, namely reconvening products and markets, redefining productivity in the value chain and building supportive industry clusters (Bockstette & Stamp, 2015)(Porter et al., 2011). Whilst many examples are cited on how shared value has been successfully implemented at businesses, the actual frame work to implement such a concept is missing. Also, the 3-step process described above lacks the depth and insight to the relational aspects of implementing such a framework.

If one could use the context of South Africa and the Mining Industry as an example, the ability to manage relationships and create reciprocal exchange would be key to the concept being successful. One can argue that without the tenets of social exchange, the ability for multi parties to navigate through the complex relationship issues are limited.

It can therefore be argued, that under these constructs the concept of shared value is a theoretical concept and for implementation, is not at the required depth needed. It therefore could be considered a “buzz word” (Dembek et al., 2016).

If one were to take the concept of shared value and build it into a theoretical framework/model that can be implemented in the mining industry in an emerging country like South Africa, it is imperative that the relational aspect of the concept be improved or heightened to bridge the deep seeded gaps between corporates and the communities within which they operate. As a result of the highly legislated nature of mining and CSR in South Africa, it is imperative for Government to take a leading role in this process.

It has been found that money, by itself, is not enough to gain community acceptance and support, but rather trust stemming from quality contact and constant consideration and request for input in development of beneficial strategies to communities, is more powerful (Moffat & Zhang, 2014). The point these authors are trying to make is that the relational aspects (the role of trust when managing communities) are key to gaining community support.

One could improve on this argument by saying that without community support and acceptance, which translates to having a social exchange contract superimposed with

some transactional contract, shared value can never be achieved. To understand the relational aspect better, the theories of Stakeholder Management and Social Exchange will be explored.

2.4 Stakeholder Theory

Definition

A stakeholder is defined as an individual or a group of individuals that are affected by a company's operations or have the ability to affect the company's operations (Buchholtz & Carroll, 2012). Examples of primary stakeholders include government, employees, shareholders and communities around the corporation. The concept of stakeholder theory also emphasises that for successful management of stakeholders, a firm must first ensure its primary stakeholders are satisfied, its secondary stakeholders are dealt with in an ethical manner and it must ensure that it makes a profit through the process (Buchholtz & Carroll, 2012).

When comparing this concept to the Porter et al (2011) definition of shared value, large similarities can be drawn, particularly where the concept of good stakeholder management should result in profit making. This is further elaborated by Von Liel (2016), where he affirms that the positive impact on company profits is a key common contributor to both stakeholder theory and creating shared value (Von Liel, 2016). There is a distinguishing point between the 2 that Von Liel (2016) makes. Stakeholder Management principles are about the intentional consideration of the company's stakeholders. Shared Value on the other hand, is an intentional considered process to create new markets or customers and redefine the supply chain. Alternatively, it could be argued that shared value is the intention to grow company profits and essentially shareholder value, whilst at the same time, creating societal value.

Similarities to Shared Value

Analysis of existing literature on shared value show that the concept of shared value overlaps with stakeholder theory (Dembek et al., 2016). Further support of similarities between shared value and stakeholder theory are in the values of the stakeholder model.

In the stakeholder model, the instrumental value of the stakeholder is key aspect that needs to be considered and refers to the *relationship* between management of stakeholders and the resultant performance of the company, thereby (instrumentally) linking the 2. In this strategic approach, stakeholders are seen as instrumental in value and companies are concerned about stakeholders because they can profit from them (Harrison & Freeman, 1999). One could argue this finding supports the Porter et al (2011) view that corporations must profit from the relationship with communities for the relationship to be sustainable and therefore to the benefit of all parties involved.

Both these arguments make sense, but if one digs deeper than the surface and fundamentally challenges why companies are so concerned about stakeholders, it is, in a capitalist market, primarily to grow profits for shareholders (who are also stakeholders). And for shared value to be sustainable, the company must grow its profits through its communities to essentially also grow shareholder value. The point being made here, is that in a deeper, more fundamental level, the goals of both stakeholder management theory as well as shared value have a commonality in that both aspire to create profits through different levers, with stakeholder management being a process, and shared value being a change in operation.

Multi-Party Stakeholders

The primary stakeholders of a firm include government, employees, communities. It has been shown in literature through empirical work that attention to multiple stakeholders can positively affect performance and increase competitive advantage (Berman, Wicks, Kotha, & Jones, 1999). But the question remains, does multi-party collaboration between the different stakeholders add value? A study by Tossavainen (2013) based on multi-party stakeholder collaboration in the service department has found that, indeed it does. The study showed that direct interaction between the stakeholders led to integrated multi-party collaboration and this in turn provided benefits of enhanced knowledge, skills and competency to the group (Tossavainen, 2013).

If one could apply this finding to the company, government and community multi-party stakeholder scenario, integration may be prohibited through power dynamics, as the company and government tend to yield more power than the community. Thus, in this scenario, it questions whether true multi-party collaboration can in fact be achieved. In resource dependence theory, it is understood that not all parties are equal and that some parties have more resources and are therefore more power yielding (Henttonen,

Lahikainen, & Jauhiainen, 2016). They found that in this circumstance, where there are powers at play that could harm the multi-party collaboration, along with organizational level factors like clear contractual agreements etc, the relationship succeeded because of mutual fairness and transparency. Also, key to overcoming the resource inequality and its effects on the relationship, was creating a platform of common interest and goals (Henttonen et al., 2016). However, in this study, the context was non-profit organizations therefore there was no personal gain involved.

It could be argued that in a multi-party collaboration towards shared value, between the social actors of the company, community and government, the opportunity for the self-gain phenomena is present, as the concept of shared value is about all parties becoming profitable through the process. Therefore, in this situation, the threat of self-interest overriding the “common goal” effect is real. One could argue that it therefore becomes even more important for all parties to practise transparency and mutual respect, so as to not isolate a party whom are the lower power stakeholders.

If one were to consider a framework for the implementation of shared value, focussing on the relational aspect of the concept, based on the theory above, it is imperative that stakeholder theory, stakeholder management and multi-party collaboration would have a central role.

2.5 Reciprocity and Interdependent Exchange

Rules of Exchange – Reciprocity

In Social Exchange Theory, it is so agreed that social exchange involves a series of interdependent actions that generate obligations. These interdependent actions have the ability to create quality relationships (Blau, 2017)(Cropanzano & Mitchell, 2005). The theory explains that relationships can evolve over time into trusting, mutual commitments however to do so, all parties must abide by the “rules of exchange”. Rules of exchange are defined as guidelines of the exchange process. One such guideline of exchange is reciprocity (Cropanzano & Mitchell, 2005).

In the concept of social exchange, one person provides rewards to another. This then obligates the receiving individual to reciprocate. According to Blau (2017), if both individuals value what they receive from the other, then they are motivated to provide more

of their own rewards so as to increase the supply between them and avoid becoming indebted to each other (Blau, 2017).

Social exchange in theory is purely voluntary and not coerced. When a company provides CSR benefits to a community either in the form of donations or services rendered, this can be considered voluntary (and in line with one of the key dimensions of CSR mentioned earlier, namely voluntariness) If the CSR is in fact voluntary, then it can be classed as social exchange.

However, one can argue that, in the context of South Africa with a highly legislated and mandated policy especially in the mining industry, the potential for harsh government punishment by failing to fulfil its social license can be considered coerced. Government can retract mining rights, without which, mining companies cannot continue operations. Another potential backlash from failing to “voluntarily” provide CSR benefits to communities are the threat of pushback in the form of violence, destruction of property and disturbance to operations which has been rife in the industry for many years.

Social exchange differs from economic exchange. In economic exchange, obligations and the exact quantities to be exchanged are specified explicitly. In contrast, social exchange is unspecified. Hence social exchange creates feelings of trust, personal obligations and gratitude (Blau, 2017).

Blau (2017) explains that social exchange and economic exchange are not mutually exclusive, and in instances, social exchange (with the benefits of trust and gratitude) can superimpose an economic exchange. He uses the example of a bank giving a loan to an individual who does not have the necessary assets to back up such a loan. In this instance, although the exchange is economic in nature with contracts and specified obligations (e.g. monthly repayments), the social exchange superimposes the contract. Social exchange in this example refers to the awarding of the loan despite the absence of sufficient collateral to back the loan if necessary, thereby inferring a level of trust on the part of the bank towards the individual (Blau, 2017).

One could argue that when considering how shared value could be operationalized, the benefits of social exchange (on top of economic exchange) could produce the necessary catalysts to bridge gaps that are currently present in society, particularly between mines, government and communities. A multi-party effort towards creating shared value will undoubtedly have some form of economic exchange, but using Blau's (2017) theory, economic and social exchange may not be mutually exclusive. Businesses could respond to this and find ways to superimpose social exchange onto the economic or transactional

exchange to enhance the relational aspect of the process and render it more sustainable and ultimately, more successful.

In its simplest form, the theory of reciprocity says that people will reward kind actions and punish unkind actions. It also explains that people judge the kind action not only by the consequence of the action, but the underlying intention or reason for the action. If the intention is thought to be insincere or in self-interest, it destroys the “kind” reciprocal exchange (Falk & Fischbacher, 2006).

From this we can infer and shed light on why elaborate CSR strategies still fail to gain the trust and affection of mining communities. With it already being established that through CSR practises, the company still holds the centre of authority and that CSR is essentially a means to earn a social license to operate, transactional CSR cannot be the only response even if companies claim that it is core to their strategy. It can then be argued that if shared value is the alternative to CSR, it then becomes imperative to understand what are the current and future impediments to the operationalization of the shared value in the context of South Africa (an emerging country).

Reciprocity as Interdependent Exchanges

Reciprocity as interdependent exchanges is merely that outcomes are based on everyone's efforts. Reciprocal interdependence exchange excludes negotiation. Negotiated exchange is seen as uncooperative and reciprocal exchange is seen as cooperative. (Molm, Peterson, & Takahashi, 1999) Hence reciprocal interdependent exchange reduces risk and encourages cooperation (Cropanzano & Mitchell, 2005).

Key words underlie the theory of reciprocal exchange, namely, interdependence, trust, personal obligation and cooperation. From this, we can infer that these key words may also lead to the foundation of creating and maintaining shared value between local communities and companies by including potential relational aspects. Government must be included in this multi-party effort as there are basic services that both companies as well as communities depend on, with such services falling under the helm of government.

In countries like South Africa, where there is a deep divide between what society needs, what companies and governments think society needs as well as the basic underlying resentment and mistrust of all parties with each other, Porter's (2011) framework for the implementation of shared value may have little effect if these relational aspects are not addressed in some form. If one were to try and establish a framework to make shared

value a real solution to these problems, the tenets of social exchange theory and the reciprocity exchange norm would be considered crucial.

Trust as an antecedent to reciprocal interdependent exchange

Rousseau, Sitkin, Burt and Camerer (1998) performed a cross-disciplinary review of scholarly work on trust and based on this review penned a definition of trust as “a *physiological state compromising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another*” (Rousseau, Sitkin, Burt, & Camerer, 1998).

They also found that across disciplines, there is scholarly agreement on the 2 conditions that are needed for trust to exist. The first condition is *risk*, in that there must be a “perceived probability” for loss. They also found that the relationship between trust and risk is a reciprocal one in that risk, whilst it provides the opportunity for trust, trust when established then presents the opportunity for more risk taking. The second condition necessary is *interdependence*, where success for one group or party cannot be achieved without dependence or reliance on another. He further states that for trust to emerge, risk and interdependence must exist, but the nature of the risk and trust changes as the interdependencies increases (Rousseau et al., 1998).

From this one could argue that for multi parties that are interdependent (like mines and communities), trust is a key enabler for reciprocal interdependent exchange. In the context of South Africa, one must ask, are mines and communities interdependent or are communities dependant on mines? The current structure of CSR is such that government directives are enablers that perpetuate the dependence of communities on mines. One could further this argument by interpreting that the coerced nature of the CSR management programs from companies, in fact reduces the ability for companies to see their interdependency on communities. This is because the relationship is largely one way.

How can trust be attained between the parties? Bowen, Newenham-Kahindi and Heremans (2010) examined the antecedents and subsequent consequences of various community engagement strategies. They found of the 3 strategies used in community engagement, namely, transactional, transitional and transformational, the latter i.e. transformational engagement has the propensity to provide the biggest success to all parties although it is the least used.

Their study found that the nature of trust between the 3 strategies was different and that only through transformational engagement, was there the possibility for both the company as well as the community to benefit and share in benefit (Bowen, Newenham-Kahindi, & Herremans, 2010). This resonates with the Porter et al (2011) concept of shared value where all parties should benefit from the arrangement.

Based on this premise (on transformational engagement) penned by Bowen et al (2010), further work was done by Stirling, Wilson-Prangley, Hamilton and Oliver (2016) to try and understand the antecedents to transformational community engagement. From this body of work which spanned across 3 sectors (Metals & mining, Food Production and Hotel & Leisure), they identified barriers and enablers to transformational engagement between companies and communities. It was found that the key relational barrier was the lack of trust and the second most important relational enabler was trust and relationship development (Stirling, Wilson-Prangley, Hamilton, & Olivier, 2016).

Business could respond to this by trying to engage in a transformational manner with its communities. And in turn, the transformational engagement will create trust, which in turn could lead to reciprocal interdependent exchange. One could argue that trust and reciprocal interdependent exchange are entwined, leading to each other and one cannot exist without the other.

Whichever way it is interpreted, trust is an important antecedent to reciprocal interdependent exchange if multi-party collaboration to shared value is to be achieved. This in turn makes understanding of the critical success and risk factors for the establishment and preservation of trust, imperative.

2.6 The Mining Industry and Local Communities

Communities as Primary Stakeholders

Communities surrounding mines have been at the forefront of its impacts. From relocation of entire villages, large dust plumes produced along with the drowning sound of heavy machinery, the effect is real and at their doorstep. Local communities are seen as a primary stakeholders and as such have the ability to be most influential (Buchholtz & Carroll, 2012). Failure to recognize the authority that local communities have, can and has resulted in loss of profit due to community violence and even mine closure (Humphreys,

2000). Hence it is surprising that management of these key stakeholders has not yet moved to core strategy (Kemp & Owen, 2013).

One could argue that the reason why the management of communities have not moved to core strategy could be the transactional nature of the relationship in that is it largely a coerced relationship that could be classified as an expense. Companies very rarely make a cost/expense centre core to strategy. Therefore, the concept of creating shared value, where companies could generate profit and become more competitive through its local communities becomes very attractive. Pathways to create long term competitive advantage are the rudiments of corporate strategy, therefore, if businesses could find ways to enhance their competitiveness through their communities, communities would then become core to strategy and strategy execution.

Mining and CSR

The process of mining is considered highly controversial due to the social and environmental impacts it generates. Mining companies have been under great scrutiny from the public and governments with respect to their management of environmental and social impacts at large.

CSR programs are meant to help address the social impacts within communities surrounding mines, with mines trying to develop a relationship with their affected and impacted communities. How helpful the existing CSR programs have been in effectively impacting communities in a positive, sustainable way for the future is questionable (Kapelus, 2002). It is becoming more and more evident that mining communities are no longer content with companies meeting formal obligations only (Moffat & Zhang, 2014).

Mining companies also face serious scrutiny for “greenwashing” their CSR practices to key stakeholders to earn or keep their “social license” to continue operating (Kemp & Owen, 2013). Studies relating to mining companies and CSR have revealed the corporation holds the reigns and is at the centre of the network, exerting its authority on stakeholders around it. Rajak (2008) concluded that CSR “authenticates and extends” corporate authority.

One could improve on this argument by interpreting the existence of push back from communities even when companies are executing CSR to the reactions of the stakeholders wherein they perceive the CSR initiatives in a negative way and hence reciprocate in kind. From this we could infer that they see and acknowledged the transactional and coerced nature of the CSR and therefore do not perceive it as positive.

Managing the reactions of stakeholders to CSR is called the Stakeholder Route to Corporate Responsibility (Bhattacharya, Sen, & Korschun, 2011). Rather than just invest in CSR and execute, the authors say that the second, more successful route to corporate responsibility is through managing the subjective reactions of stakeholders. What the authors are trying to say here is, stakeholders want to be considered, heard and engaged. And when they feel they are considered, heard and engaged, their reactions are reciprocal to the company.

If mining companies could find a way to make shared value a real concept, wherein they are genuinely interested in the upliftment of society because along with societal upliftment, come profits to the company, they are essentially linking their livelihood to the livelihood of their communities in which they operate. Creating that vulnerability and linkage in success or failure translates to interdependence.

The role of Government

In developing countries, businesses face significant challenges than those in developed countries do not. With a lack of basic infrastructure, education and health facilities, companies in developing countries invest their CSR spend into some activities that essentially should be run by the state (Kapelus, 2002).

This practise is perpetuated by governments that claim to be resource strapped and therefore the onus of social transformation transfers to the private sector (Bhattacharya et al., 2011). This leaves the question, does government intentionally hold business to account for the supply of infrastructure and services that it should be providing?

In the context of South Africa, with its historical legacy issues of apartheid, it could be argued that it is unrealistic to rely on government to provide all the foundations for economic activity and that businesses should in fact be held accountable to CSR activities that lead the national agenda of education, healthcare and job creation.

Move from dependence to multi-party interdependence

For sustainability to be achieved, the foundations of CSR need to be revised. One can improve on this argument by recognizing that business alone cannot create and maintain a positive social impact in local communities within which it operates, just as government

cannot alone solve all social problems in a meaningful, impactful way. This is especially true for the Mining Industry where mines have a finite life span, therefore community dependence on Mine for social upliftment has an expiry date.

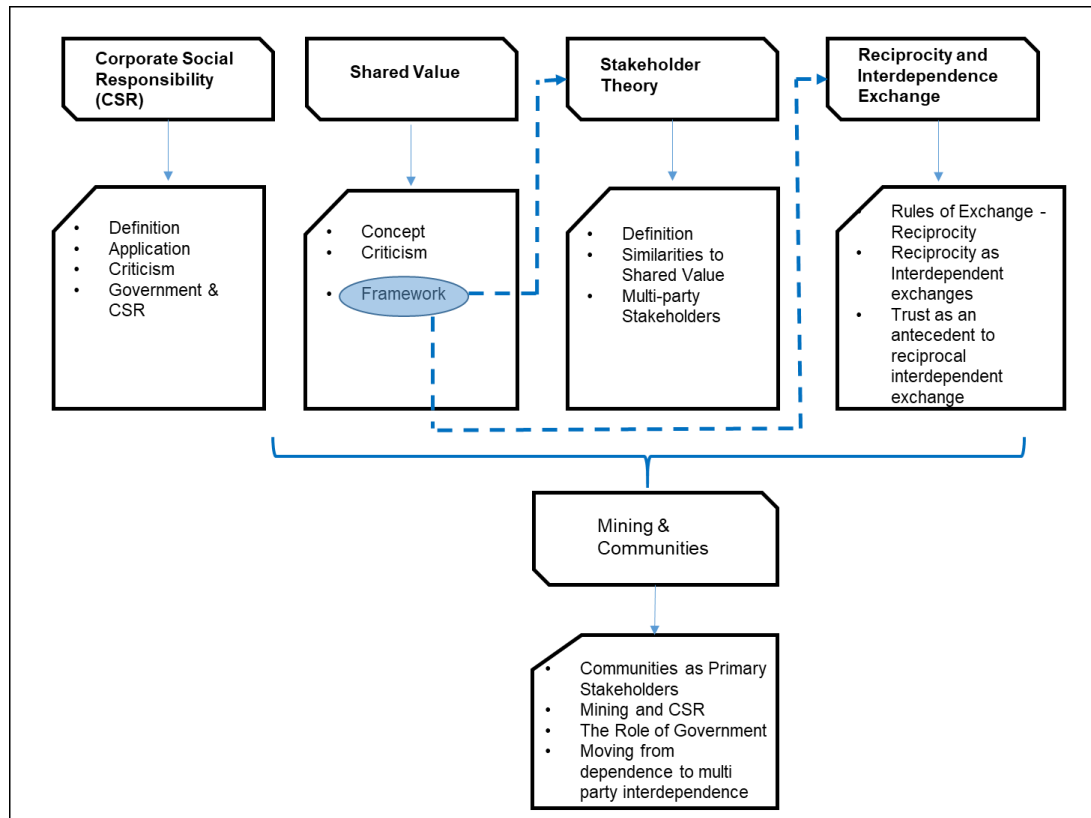
Drawing on the core competencies of each partner (government, business and community) can yield not only better results for communities and companies and help government attain its development goals for the country, but these results can be sustainable. The sustainability of a multi-party interdependent relationship is a crucial differentiator in this approach.

The key point is that relationships need to move away from dependence to *interdependence* between mining companies and communities (Erdiaw-Kwasie, Alam, & Shahiduzzaman, 2017).

This is in line with the concept of shared value penned by Porter et al (2011), however, with the inclusion of the relational aspects.

2.7 Summary of Literature Review

Figure 2: Graphical Summary of Literature Review



The literature review starts by defining what Corporate Social Responsibility is and its applications. With the concept of CSR seen merely as a response to external pressure (from government, communities and society) and aimed at enhancing the reputation of a firm, it is not part of core strategy and largely an expense that is incurred by corporations who are obligated to do so (Porter et al., 2011). Also, the corporations are seen as power wielding in the relationships that CSR instigate as they (the corporation) essentially determine what is needed by society and not society itself (Rajak, 2008). Therefore, under these pressures, CSR is considered unsustainable in the future.

Shared value has been proposed by Porter et al (2011) as an alternative.

The concept of shared value is aimed at creating mutually beneficial relationships with communities and government, relationships that are profit making and not an expense. However, it fails to consider the conflict of societal goals versus that of economic goals (Crane et al., 2014). Also, in the context of an emerging country like South Africa, with its deep seeded historical issues that have led to record levels of income inequality

and unemployment, the methodology for shared value as explained by Porter et al (2011) falls short and lacks a framework for implementation. The relational aspect of the concept is missing.

Based on the literature, one can argue that CSR in its current form is seen as unsustainable and the shared value concept, which is the alternative to CSR, is lacking in the relational variables that would make such a concept a success, particularly when applying it to an emerging country like South Africa, with its historically inherited problems. To define what a framework for implementation would be in this context, the relational theories of Stakeholder Management and Social Exchange were explored.

In stakeholder theory, the Strategic Stakeholder model, the relationship between management and stakeholders is linked to company performance (Buchholtz & Carroll, 2012). Therefore, if utilizing primary stakeholders (in this case communities) in a manner that makes them instrumental to profit making, the sustainability of the relationship is enhanced, to the benefit of both parties. This is directly in line with Porter's (2011) explanation of the shared value concept.

In Social Exchange Theory, social exchange involves a series of interdependent actions that generate obligations. These interdependent actions have the ability to create quality relationships (Blau, 2017)(Cropanzano & Mitchell, 2005).

Key words underlie the theory of reciprocal exchange, namely, interdependence, trust, personal obligation and cooperation. These key words also can lead to the foundation of creating and maintaining shared value between local communities and companies by including potential relational aspects. Literature on trust reveals that 1 of 2 conditions necessary for trust to emerge is interdependencies between parties involved (Rousseau et al., 1998).

Work done on antecedents to transformational community engagement that yield shared benefit between company and community show that a key barrier to the company community engagement relationship is the lack of trust whilst a key enabler is trust and the development of a relationship (Stirling et al., 2016).

One could conclude that this then directly relates to trust as an antecedent for reciprocal interdependent exchanges, which is deemed important for the shared value concept if it were to be achieved. These relational aspects have characteristics that could be applied to the concept of shared value and it is envisaged that any framework for implementation that could result in a collaborative multi-party effort (company, community and government) would include these constructs.

2.8 Conclusion

The literature review has demonstrated that the concept of corporate social responsibility is unsustainable and largely seen as an obligation for a company to maintain its social licence to operate. The alternative of shared value, whilst having the ability to create a mutually beneficial multi-party relationship that could theoretically be sustainable, the guidelines/framework provided for implementation is weak. It lacks the relational aspects that would be necessary to make such a multi-party collaborative concept effective in the context of South Africa, and more specifically, the mining industry.

Through the theories of stakeholder management as well as social exchange, it is shown that the relational aspects of interaction is key to creating and sustaining relationships. It is paramount that these relational aspects of the multi-party interaction be properly defined and included in a framework for implementation of shared value. Therefore, there is a need to research how the concept of shared value could be operationalized in the context of South Africa, through multi-party collaboration.

3. RESEARCH QUESTIONS

3.1 The Purpose of the Research

The purpose of the Research is to explore how the concept of shared value could be implemented across a Platinum Mine in Limpopo, South Africa.

To achieve the purpose, it was necessary to breakdown the primary question into 3 research questions that could speak to different facets of the implementation process. The following sections explain the purpose of each research question.

3.2 Research Question 1

Research Question 1: What are the enablers and barriers for the concept of shared value to work?

For the implementation of any relatively new concept, it is imperative to understand what the enablers and barriers are. With the implementation of CSR, there are many bodies of literature that speak to different schools of thought on the topic. Along with academic research, there are many published real-life experience examples and outcomes of CSR implementation and its perceived success and failures with implementation. With shared value, there is a literary gap in this space and very little is known about it. Therefore, the process must start at the beginning, that is understanding the enablers and barriers to the concept. Once there is an understanding of the enablers and barriers, these can be assessed in the ecosystem of the chosen environment, which, for the purpose of this research, is a Platinum Mine. This would then help formulate the key element of precursors to the process of implementation in the broader ecosystem.

3.3 Research Question 2

Research Question 2: What are the current and potential future impediments to the operationalization of shared value?

Once the enablers and barriers are identified for the ecosystem, it would be necessary to move onto key elements of the operationalization of the concept. It is imperative to identify

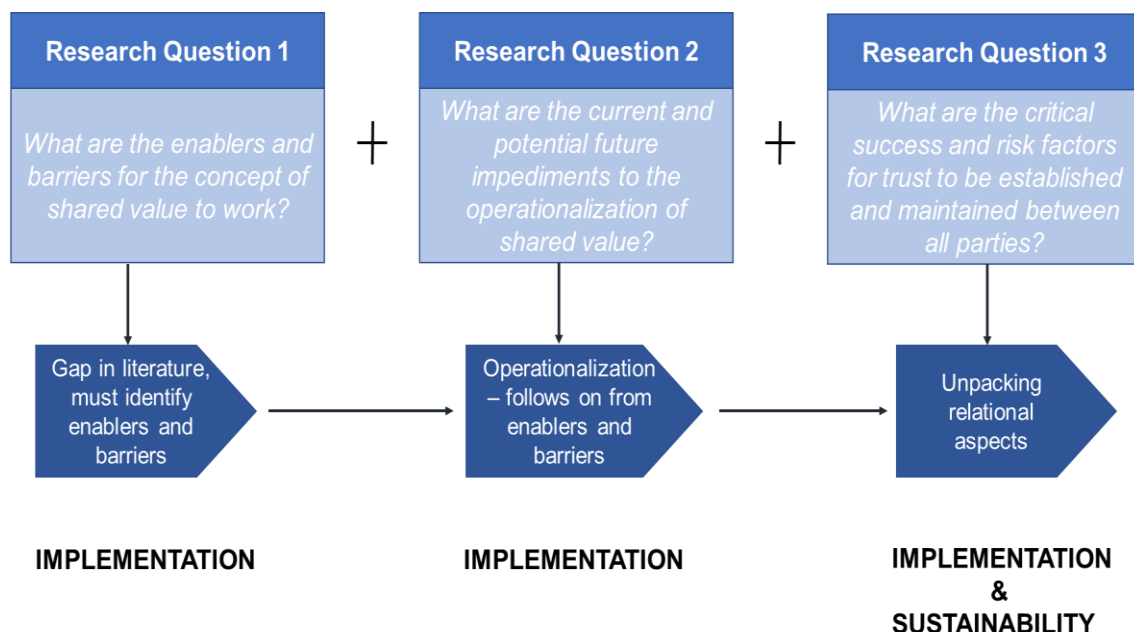
what the current impediments are that could hinder implementation or any potential future impediments that could cause the implementation to fail.

3.4 Research Question 3

Research Question 3: What are the critical success and risk factors for trust to be established and maintained between all parties?

The literature shows that for multi-party collaboration, relational aspects are vitally important (Kemp et al., 2011). Through the tenets of Stakeholder theory as well as the Theory of Reciprocity and Interdependent Exchange, it has been formulated that trust is an antecedent to reciprocal interdependent exchange, and multi-party collaboration is built on the foundation of reciprocal interdependent exchange. It therefore becomes imperative to try and understand what the critical success and risk factors for trust to be first be established and then maintained. This relates directly to the implementation of the concept of shared value and the sustainability of the concept thereafter.

Figure 3: Diagrammatical representation of Research Questions Structure



4. RESREARCH METHODOLOGY

4.1 Introduction

The purpose of the research was to explore how the concept of shared value could be implemented across a Platinum Mine in Limpopo, South Africa. Th literature review has shown that CSR efforts are not making a lasting, meaningful impact in addressing social issues and because it is an expense, it is unsustainable. Shared value has been penned as an alternative to CSR.

A comprehensive literature review in Chapter 2 has shown the different schools of thought on both the concepts of CSR and shared value. Through the analysis of existing literary work on the concept of shared value, it was found that the theories of stakeholder management as well as reciprocal interdependent exchange were important to the concept of shared value. Although the concept of shared value is a popular one, the only available information for implementation is a 3-step guideline. Through the analysis of the literature, theoretical concepts and the identification of existing constructs and debates, has led to the formulation of 3 research questions that are aimed at finding out how the concept of shared value could be implemented through multi-party collaboration.

The following sections describes the methodology used to answer the research questions.

4.2 Research Methodology and Design

Philosophy of the Research

The philosophy of the research project is one of interpretivism. The interpretive method takes the position that “our knowledge of reality is a social construction by human actors” (Walsham, 1995). This is in contrast the positivism method where the researcher aims to test hypotheses or theories. The reason for choosing the philosophy of interpretivism is due the concept of shared value being a relatively new one, with no theoretical framework or model that one can implement. Thus far, the concept exists as a series of industry examples of how different organizations claim they have implemented shared value. Porter et al (2011) provide a 3-line guideline on how they think shared value can be implemented.

For the concept of shared value to be implemented in a country like South Africa, the social actors identified were the company, community and government. Due to the historical context of the country that has created a social order laden with distrust, and even dislike of each of the social actors by each other, a deeper understanding of what is possible and how it could be envisaged was necessary.

In order to determine how the concept of shared value can be implemented in the mining context of South Africa, it was imperative that the different views from all “social actors” were obtained to get to get a profound understanding of what the issues that presented as impediments or otherwise to the concept were (Mark, Philip, & Adrian, 2009).

How each of the social actors pertinent to the topic perceived their reality and then comparing this perception to that of the others will was key to unlocking vital information that could make the concept of shared value a success. Also, in order to gain insights into the relational aspects of the concept of shared value, which is considered important in the South African context, getting each social actor’s perception of what behaviours are necessary to enable this added richness to the operationalization of the concept.

Approach

The approach was both deductive and inductive. Firstly, the concept and guidelines of shared value as explained by Porter et al (2011) were explored briefly in the context of mining in South Africa. However, based on the literature review and the mixed opinions of the concept and its implementation, it was vitally important for the researcher to explore not only if the guidelines apply or not, but more importantly, to understand what how the concept could be operationalized. For the concept to be successfully applied, it lacked relational aspects from the theories of stakeholder management and social exchange that would assist in the successful implementation.

To test this, the researcher has to allow the data collected to reveal emerging themes, codes or patterns. This added richness to the research as opposed to merely justifying the guidelines applicability or not, but instead helped uncover key insights on how the concept could be implemented in the chosen context.

Methodological Choice

The research technique was a single (mono) technique i.e. qualitative only.

To gain insight and explore the concept of shared value in the South African mining context, it was imperative that the views of the social actors were captured fully and with rich depth, hence the use of any other form of data collection other than face to face interviews would have lost the very impact the researcher was trying to capture. Also, the topic lent itself to strong emotional perceptions particularly from the community towards companies and government who are clearly seen as “authorities” (Rajak, 2008) (Erdiaw-Kwasie et al., 2017). The researcher comes from a South African Mining company, hence cognisance of the inherent distrust between some social actors was made. To build rapport with the social actors external to the company specifically, it was imperative that interviewees were allowed express their opinions freely. Therefore, the qualitative approach was the most appropriate as opposed to questionnaires.

Research Design

The purpose of the research design was exploratory in nature. The concept of shared value generally is not well understood therefore it was necessary for the research design to be exploratory. In South Africa there is much less clarity. New insights gained could be pivotal to society and the country (Mark et al., 2009). With new insights on how the concept of shared value could be applied for a start, to the mining industry, the possibility of creating an ecosystem around a mine that is self-sustaining would greatly assist in addressing social problems that are currently rife.

Strategy

The research strategy was qualitative thematic analysis of interview data via transcripts. The data was categorized into themes and sub themes and relationships were explored. The shared value concept has a very narrow framework or guideline and the researcher tried to establish how the concept could be applied to the South African Mining context, hence there was a need to elaborate on relational aspects of stakeholder management and social exchange theory.

Time Horizon

The study was a cross-sectional study primarily due to the time constraints placed on completion of the project. Also, the objective was to try and establish if the guidelines/framework of shared value can be implemented in the South African mining

context and in what form. These objectives did not need a longitudinal study to determine how they develop over time. A snapshot view of the different social actors was collected once off for analysis.

Techniques and Procedures

The data was collected via the use of semi structured interviews. The interviews were conducted on a face to face basis in the environmental surrounding that each respondent was most comfortable with. Permission to voice record the interview was obtained from each respondent prior to beginning along with written confirmation of the confidentiality of the interview. The voice recorded interview was then be transcribed.

4.3 Population

Shared value is described as a coordinated effort between companies, government and civil society (Porter et al., 2011). The major criticism of CSR, a concept closely linked to shared value, is that it based solely on the company's desire or need to implement due external pressure to deliver on its social licence to operate. It is argued that CSR does not take into consideration what communities actually need, as it is based on the company's idea of what communities need and only the company's vision for development (Rajak, 2008). To make the concept of shared value different and taking into account the criticism of CSR, the population had to include all social actors necessary to render the concept a success. This was done purposefully to avoid the very same critique of the concept.

The aim of the research was to explore the concept of shared value across a Platinum Mine in South Africa through multi-party collaboration. The literature review showed the importance of collaboration within the context of shared value implementation was paramount to its success (Porter et al., 2011). Therefore, for the research purpose, the population included all mining organizations, communities surrounding these mines as well as the local government in the areas which these mines and communities exist.

4.4 Unit of Analysis

The unit of analysis is defined as the subject of the study (Lewis-Beck, Bryman, & Futing Liao, 2004). The aim of the study was to explore how the concept of shared value could be implemented across a platinum mine in South Africa through multi-party collaboration.

The term multi-party in this case referred to all important social actors as explained by Porter et al (2011) i.e. the company, civil society (communities) and government.

In social science, it is acceptable to divide the units of analysis into further subunits. This is because in the study of social science, units of analysis can be defined as the “relationships” that connect the “interest of individuals” and are not limited to a single one (Lewis-Beck et al., 2004). In this case, the units of analysis were divided into sub units mainly, the organization (the mine), the community (members) and government. These were the main social actor groups to the study and information or insights learned from this group will be used to understand how the concept could be implemented. It was vital to attempt to understand how relationships between individuals from each sub unit of analysis could work collaboratively towards achieving shared value.

4.5 Sampling Method and Sample Size

The sampling method was non-probability, purposive sampling. This was the most appropriate because the respondents needed to be key social actors to the research problem. They also needed to have in-depth knowledge or views deemed important to the research objectives, hence the purposive sampling technique was the most appropriate.

During sampling collection, it was imperative that the sample selection was adequate to ensure that the data received is relevant to the research questions. And the sample selection had to be guided by the literature review and or the frameworks/guidelines in the literature review (Gibbs et al., 2007). Hence, based on the objectives of the study, the sample selection had to come from all social actors pertinent to the concept of shared value, therefore the sample was heterogeneous. The framework of variables for the purposive sample selection were company, community, government and industry experts.

The researcher is an employee in the Platinum mining industry. This provided the ideal opportunity to use the employer mine for the research purpose. The researcher used in-depth knowledge of different social actors at the mine, although such knowledge could be deemed subjective. From the company (mine perspective), individuals who were working in the Social Development and Strategy were selected. Operational Managers also formed part of the group.

positive paradigms for shared value. The literature shows that mining companies are experiencing increasing pressures to fulfil services that should be done by government and this in turn limits their ability to provide real sustained social benefit to communities (Lawson & Bentil, 2014). This reinforced the observation that obtaining the government perspective was vital to the research objectives.

The sample size was 17 respondents (6 company, 6 community and 5 government). Theoretically, the size of the sample would have depended on saturation where the themes that emerged started to reoccur between the different respondents. Based on experimental data, it has been found that 12 interviews would have been insufficient to achieve saturation when the purposive sample was heterogeneous (Guest, Bunce, & Johnson, 2006). Hence 17 interviews were conducted to obtain data that was relevant, clear and unambiguous. Saturation on most elements was achieved on interview number 4 for the company group, interview 5 for community and government groups.

4.6 Measurement Instrument and Data Collection Tool

The measuring instrument was a semi structured interview with pre-determined questions. Semi structured interviews are used when the researcher is looking to explore “different meanings, perceptions and interpretations” of all social actors (Cunliffe, 2011).

The reason for using a semi structured interview as opposed to an unstructured interview was twofold. Firstly, there are existing theoretical guidelines from the literature that were made to explore the concept within these guidelines, hence some structure had to be present. A completely unstructured interview may have not allowed the collection of the information required to answer each of the research questions. To establish if there were other pertinent issues, particularly relational attributes, ideas or patterns that would help explain how the concept could be implemented in the context of the South African Mining industry, it was necessary to allow the respondents room to expressing their views and stories.

To ensure reliability and validity of the instrument, piloting or pretesting of the instrument, in this case, the questions to be asked to respondents, will allow for the identification of the instrument error (defined as the quality of information in that it meets the needs of the research objectives) (Kimberlin & Winterstein, 2008). The interview questions were tested on 2 respondents, one each from the company and community group. The assumption made was that if the relevant information received from these 2 interviews were adequate, it could be assumed that the government group would also attain the same. The information

received from the 2 pilot interviews gave rich data and helped address the research questions, they were added into the data collection pool. There was no need to revise the data collection tool.

4.7 Data Gathering Process and Collection Method

In qualitative research, the purpose of collecting data is to get evidence in aid of the research objectives. The evidence attained is in the form of words stemming from the respondents own experiences or lived accounts (Polkinghorne, 2005).

The data was collected from face to face interviews with the respondents. The semi structured interview process was used. The interview questions contained the framework of themes that needed to be explored. Planned and floating prompts were used to allow for proper engagement with the respondents and in turn retrieve the required information. The interviews were recorded and transcribed for analysis. Transcribing the data is imperative to qualitative research as it allowed for the continuous reading and analysis of the data/evidence repeatedly to pull out the evidence sought after (Polkinghorne, 2005).

Table 1: Respondents Details

	Stakeholder Group	Position	Gender	Demographic
Respondent 1	Company	Senior General Manager	Male	White
Respondent 2	Company	Senior HR Manager	Male	Black
Respondent 3	Company	Senior Production Manager	Male	White
Respondent 4	Company	Senior Social Performance Manager	Male	Black
Respondent 5	Community	Chairperson of the Mapela Task Team	Male	Black
Respondent 6	Community	Deputy Chairperson of the Mapela Task Team	Male	Black
Respondent 7	Community	Tribal Authority Representative	Male	Black
Respondent 8	Government	Provincial Executive Committee Member	Male	Black
Respondent 9	Community	Task Team Village Leader	Female	Black
Respondent 10	Community	Task Team Village Leader	Female	Black
Respondent 11	Community	Task Team Village Leader	Male	Black
Respondent 12	Government	Local Government (Municipality)	Male	Black
Respondent 13	Government	Local Government (Municipality)	Male	Black
Respondent 14	Company	Social Performance Coordinator	Female	Black
Respondent 15	Government	Provincial Executive Committee Member	Male	Black
Respondent 16	Government	Local Government (Municipality)	Male	White
Respondent 17	Company	Social Performance Coordinator	Male	Black

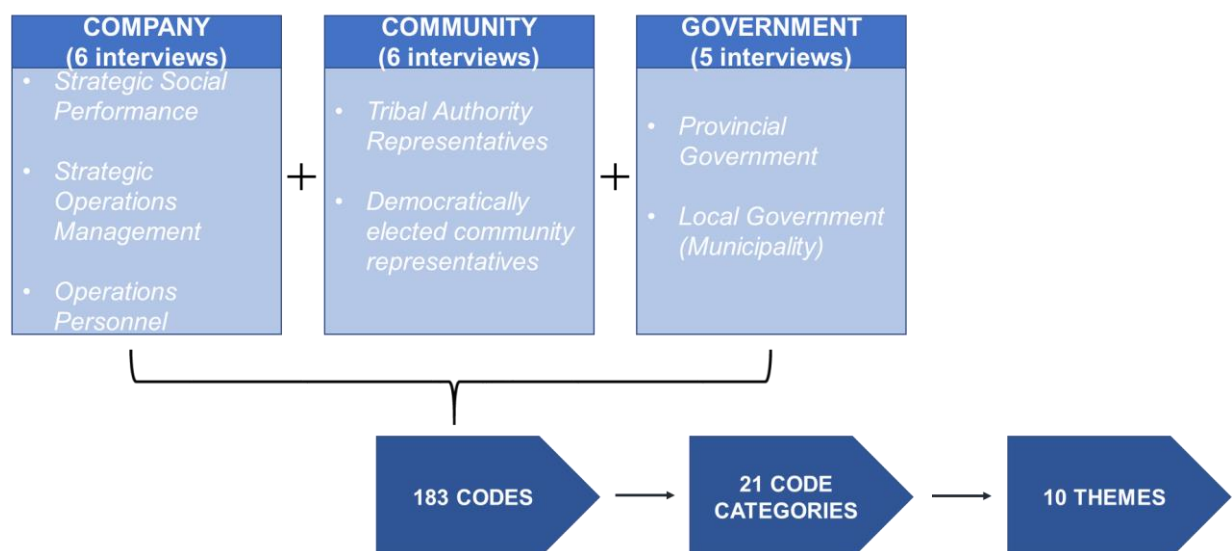
4.8 Data Analysis Approach

Once transcribed, the data was analysed using thematic analysis. Thematic analysis is defined as a method for “identifying, analysing and reporting patterns within data” (Braun & Clarke, 2006). The data was coded and then categorized to agglomerate all evidence

similar in nature under a theme. Themes refer to evidence in relation to the research questions. The coding was across the entire data set (all interviews). The data was coded for the research questions (deductive approach), however, as the concept of shared value is relatively new in the context the research is aimed to explore, themes that appeared strongly linked with the data, were allowed to emerge (inductive approach). The researcher used Braun & Clarke's (2006) six step approach to conduct the thematic analysis. The computer aided qualitative data analysis software, Atlas.ti was used to assist with the data coding. A total of 183 codes were obtained that were further broken down to 21 number of code groups and 10 of themes.

The process of data collection, analysis and the generation of themes should be "interrelated and interactive" (Mark et al., 2009). As the concept of shared value in the mining context of South Africa is relatively under researched, the use of this technique was appropriate and assisted in picking up important themes, patterns and relationships within the data.

Figure 5: Diagrammatical representation of research methodology and data analysis



4.9 Strategies to ensure Quality of Data

Verification is defined as the processes used for confirmation and correcting of process used during the research process. The research process should be iterative and therefore

self-correcting (Morse, Barrett, Mayan, Olson, & Spiers, 2002). For verification, the that process of data collection and research design was an iterative one. After the data was collected, it was compared to the research questions and purpose of the research. This was done to uncover errors that could be corrected before the final analysis was done. There were no blatant errors observed. This process has added to the validity of the research.

It is stated that the research produced is only as good as the researcher. This is particularly true for qualitative research where the categorization or coding of language data into themes is very researcher dependent (Morse et al., 2002). During the coding process, it was imperative that the researcher remained open and flexible, to allow any pre-considered ideas of potential outcomes to be ignored. The data was allowed to speak for itself.

A random sample of transcripts and subsequent codes generated were sent to a fellow researcher for a peer briefing verification. This further adds to the credibility of the research and ensures the quality of the data analysis.

As a final check on the credibility of the data, 2 respondents (from the company sub-sample group) were requested to review their individual transcripts to provide a member check.

4.10 Research Ethics

To execute the research, permission was obtained from the organization to interview different people involved in the process of social performance and management. Also, permission was sought and obtained from the Tribal Authority as well as the Chairperson of the task team.

It was explained to all respondents that their participation in the research process was completely voluntary and that they could stop the interview at any time. Permission to record the interview was obtained. It was also explained that for the purposes of data analysis, all interviews would be transcribed by a third person. Each respondent's confidentiality was guaranteed in that the transcriber was made to sign a confidentiality note. There were no translators required. The respondents were also assured that in the

report, their identify would not be revealed. They would merely be referred to as “Respondent 1” etc.

The ethical clearance application was submitted to the Gordon Institute of Business Science Ethics Committee and ethical clearance was obtained.

4.11 Research Limitations

- The researcher is an employee of the mining industry and works on a mine that is plagued by poor community relations, thus the researcher would have inevitably brought internal world views to the research (Creswell, 2007). The effect of the researcher bias must be acknowledged. This is further compounded by the type of research i.e. exploratory, which is described as subjective and may reflect the views of the researcher.
- A major limitation of using data in the form of language is that the data collected depends entirely on the respondents’ ability to communicate effectively the lived experiences and accounts conveyed (Polkinghorne, 2005). As the respondents will include individuals who are from different cultural backgrounds to the researcher and English may not be a first language, the depth and richness of the conversation wherein the data was collected, was limited. Although no translators were necessary, English was the second or third language of many respondents especially in the community space. This impacted on the flow and openness of the conversations. This could in turn impact the validity of the research.
- According to literature, to get to the point where the themes that emerge start to reoccur and achieve data saturation, many interviews in excess of 12 should be conducted, specifically if the selection of respondents are relatively heterogeneous. Larger samples are also needed if the researcher is aiming to assess the variation between these heterogeneous groups (Guest et al., 2006). The group selected for the research was relatively heterogenous with 3 different “social actors” namely company, community and government. Also, within the groups there was some variation. In community groups, there were Tribal House representatives as well as democratically elected representatives and in the government group there were provincial and local government representatives.

Although the number of interview were more than the minimum required, the time frame for the completion of the research project limited number of interviews possible and this may impact on the validity of the findings.

- As the sampling technique is non probability, the results achieved cannot be generalized to all mining organizations and their surrounding communities (Mark et al., 2009).

5. RESULTS

5.1 Introduction

The purpose of the research was to explore multi-party collaboration towards shared value across a Platinum Mine. A total of seventeen semi-structured interviews were completed amongst the social actors deemed necessary to the research purpose. The social actors identified for the purpose of the research were the company (platinum mine), the community and government. A non-probability purposive sampling method was employed to ensure that the information received could assist in answering the research questions. Within each sample group, were sub groups to ensure the data received was rich and fully representative of all the social actors. A total of 17 interviews were completed, 6 company, 6 community and 5 government.

The seventeen semi structured interviews were coded using the Computer-aided Qualitative Data Analysis Software (CAQDAS) called ATLAS.ti.

5.2 Codes, Code Categories and Themes

A total of 183 codes were obtained. The codes were then categorized into 21 code categories from which 10 themes emerged.

Table 2: Codes, Code Groups and Themes

CODES	CODE GROUPS	THEMES
6 1	Shared Benefits of Mining No understanding of concept	Institutionalized CSR
5 10	Bad Image of Mining Perception of poor relationship	Legacy of Mining
14 3 9	Government Services Lacking Uncommon Agendas Company management of relationship	Barriers to Shared Value Segmented Direct Barriers by government Direct Barriers by company Indirect Barriers by ecosystem
6 8	Community is a Key Stakeholder Communities as Strategy Lacking	Social Sustainability not executed as Strategy
12 9	Consideration of all parties Collaborative Effort from all	Interdependence as an enabler
5 4 7	Entrepreneurship by community to mine Skills Development/Transfer Multi-Party Collaboration	Shared Value Implementation
6 20 15	Community Role towards shared value Company Role towards shared value Government role towards shared value	Multi-party roles towards Shared Value Implementation
9	Relational aspects important for shared value	Honesty, Transparency, Trust & Engagement
17 13	Establishing and maintaining trust Causes of distrust	Importance of Trust
4	Hopeful	Desire for a better relationship
183	21	10

The following sections describe the themes that emerged and how it relates to each research question.

5.3 Research Question 1: What are the enablers and barriers for the concept of shared value to work?

5.3.1 Institutionalized CSR

Respondents were asked what their understanding of the concept of shared value was. This was done to check familiarity as well the openness to explore the concept in later questions.

The understanding of shared value was limited. 6 respondents, made up of 2 government and 4 community respondents outright admitted that they had no understanding of what shared value was.

“I have never heard about that concept maybe you can explain to me?”

(Respondent 13)

“Mm, are you talking about the community, the share of the community and the mine?”

(Respondent 10)

The rest of the respondent gave their understanding of shared value to be around the shared benefits of mining, where shared value is described as mutual benefit of mining. This culminate from sharing in the benefits of mining where all stakeholders including community and government attain value from mining and not just the company. This description of shared value is very familiar with CSR which is a concept that all social actors are very familiar with and understand well.

“Shared value according to my understanding I think it’s what the mine got they must share with the communities, what they mine there at the down they must also commit a benefit on that.”

(Respondent 11)

“Okay, so shared value, the concept is there is value for the company operating here and there is value for the community around us being here.”

(Respondent 3)

“Well shared value means for me any intention that you want to pursue, should not be an individualistic informed operation or view; it must be an endeavour that is based on ensuring that everybody and everyone that is involved in the downstream benefits of such an operation, everybody sees a value out of that endeavour or initiative. ”

(Respondent 15)

The poor understanding of the concept of shared value, made the testing of the applicability of the 3-step guideline for implementation invalid. Respondents had no understanding of the concept and hence could not comment on the ability to implement via the 3-step guideline.

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.3.2 Legacy of Mining

A major theme that emerged during discussion that spoke the relationship of the parties (mines, communities and government) was the impact of the historical legacy of the mine (on the part of communities) and the mining industry (on the part of the government). Communities generally felt that they have not benefitted from the mine as they should, and they offered the high unemployment rates and poverty in villages as proof.

“They make the community very angry, a high levels of poverty and unemployment...”

(Respondent 17)

“And during apartheid for example they were seen as just capitalists who are there to take the minerals from the land and take them elsewhere.”

(Respondent 1)

“So, the system itself does not care about the local people because it is interested in maximisation of profit, and that is inherent in the capitalist system, and that is what in SA, despite us being a democratic country, that is what informs our economy.”

(Respondent 15)

The mine is perceived to be purely capitalist in nature with little to no regard for the community. When probed about the existing relationship, the majority of the respondents from the community and government sub-sample groups felt it was poor. Community representatives referred to the relationship as lacking trust and transparency with the mine referred to as being dishonest. The relationship was also referred to as largely transactional in nature and a lack of transformation was highlighted.

“We should be the ones who knows everything about things that happen in Mapela, in the mine, but we don’t know.”

(Respondent 9)

“Well to be honest with you, I think it that there is a bad relationship between the mines and the community, that’s my opinion and if you take into consideration all the strikes that we had the last time and okay it might not be about good things that they are striking, that might be true but I don’t think there is a very good relationship between the mine and the community.”

(Respondent 16)

“Ja, our community is still poor and the mine has been here for more than twenty years, yes there is no transformation, like our community is not transformed.”

(Respondent 10)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.3.3 Barriers to Shared Value are Segmented

When trying to understand what the barriers to shared value were in the context chose, it emerged that the barriers to shared value were segmented into 3 groups. These were direct barriers imposed by government, direct barriers imposed by the company, and indirect barriers imposed by a culmination of process, compliance requirements and practises.

Direct Barriers imposed by Government

Direct Barriers for the purpose of this research are defined as are those barriers imposed as a direct result of action or inaction from a certain group, in this case, government.

The major element of this sub-theme was the lack of infrastructure in the form of roads, sanitation, running water as well as the provision of education and health facilities. The community, company and government respondents agreed with this sub-theme, however, it emerged that both the community and government contingents expect the mine to provide these services in the absence of government provision. And the company contingent acknowledged this expectation and to a large extent, does provide these basic services that should be provide by the mine.

“Infrastructure is definitely one aspect and there are a lot of role players there of which the mine is one, the municipality is one.”

(Respondent 16)

“And also, the sanitation is missing and we suffer a lot with water”

(Respondent 11)

“Because that’s what exists now – we’ve got us and them. Us it’s the community and the government sitting down there, saying but the mine must do something for you.”

(Respondent 8)

“...but if the government starts doing what is due to them from the municipality side, like for instance right now we are spending about 59 million a year in water provisioning, and that is not necessarily the mine’s responsibility.”

(Respondent 14)

All respondents from government acknowledged that there is a lack in service delivery from their side and penned it down to a resource issue. The main reason cited for lack of services and basic infrastructure is that the community surrounding the mine is a rural area, and therefore, as if by default, it will lack in basic services. The general theme that emerged here is that there just isn’t enough funding for government to provide the basic services and infrastructure to rural communities when they are barely keeping up with towns that have rate payers. It is for this reason that there is a very real expectation for the mine to step in and assist in providing the services and infrastructure that is government’s responsibility.

“I think you and me should agree that it is a rural area and obviously there will always be issues with basic services that would include to infrastructure.”

(Respondent 8)

“To some extent it will always not be enough to take services to the far ends which are outside of the available structures, there is money that comes from national but it is not enough that is meant for rural areas but it is not enough because they need, the communities are growing, there are village extensions and it also puts a strain on the town because people are moving towards town because there is no reason they should be there when the opportunities are here.”

(Respondent 12)

Direct Barriers imposed by Company

It emerged through the conversations that barriers imposed by the company are largely around the way the company manages its relationships with its communities. With the previous identified theme of historical legacy issues still tainting the relationship, the current way the mine handles its relationship with communities, does not help alleviate the historical legacy issues, but in fact elevates its impacts.

The barriers to shared value imposed by the mine are found to be a lack of transparency to communities. The lack of transparency from the mine hinders the ability of the communities to understand the process of mining to be able to develop entrepreneurship ideas to assist the mine.

“You are not transparent, the mine is not transparent it’s supposed to show the community thirty days after it has been published or how can I put this, approved but they are not doing that, they keep them to themselves, at the end of the day they don’t even implement what is in the Social Labour Plan.”

(Respondent 10)

This was to an extent, acknowledged by the company contingent.

“...we need to do a lot of work as the mine, just to create awareness about operations, processes, what we are all about – so that people can understand. Also, how to access opportunities on the mine, and if we make that information easily available it should be easy for the communities to know what it is that we can offer them.”

(Respondent 2)

“I would like to believe that we are transparent, but not enough, because we have newsletters ne, but they can only reach a certain portion of the community, those who can read.”

(Respondent 14)

It was found that the consensus from communities is that the mine does not include them engagements, and when they do engage, the engagements to the community are lacking both in quality and quantity.

“Often, since our community doesn’t know anything then if they can keep on engaging with the community, so more and better engagement.”

(Respondent 10)

“It’s the quality of the engagement and the issue of engagement...”

(Respondent 11)

Indirect Barriers posed by the ecosystem

Indirect barriers for the purpose of this research are defined as those barriers that are the culmination of the eco-system (rules, regulations, historical context etc).

This sub-theme emerged in the form of uncommon agendas, between the mine and government, and between the different facets of the community structure. It emerged that the company has a Social Labour Plan (SLP) that is a directive from government as part of the Mining Charter whilst government requires of each local municipality to have an Integrated Development Plan (IDP). These plans, the SLP and IDP are largely misaligned and none of them consider the opinion of the community in terms of what they feel they need.

“Now the government thinks of building a school somewhere, corporate thinks of building a school – in the same area – now there comes a commission. Now, you don’t see that shared value because now the government does their own things, and the corporate does their own things. Now ordinarily it should be before the municipality can go and do an IDP they meet with the mine and say to the mine ‘this is what we want to do, how then do you want to assist us in this financial year?’”

(Respondent 8)

“Now you have got a situation where you normally find that there is a rift between the traditional leadership and the councillorship

(Respondent 6)

“The problem between municipalities and corporates is that they do not align their individual development programmes.”

(Respondent 8)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.3.4 Social Sustainability not executed as part of Strategy

When asked if communities are key stakeholders, all respondents from all sub-sample groups agreed unanimously. It was acknowledged that mines cannot function independently of the communities that surround it. It was also acknowledged that the communities are a resource of labour that the mine depends on. It was also found that the realization of communities being key stakeholders is recent and has evolved since the start of post-apartheid South Africa.

“The mine is succeeding because the community is one of the resources they are using here. We have the community, we have the source, at the end of the day the mine needs the human resource in terms of our operation and there’s no way that they can overlook the community.”
(Respondent 7)

“I can say if you look ten years back, if you asked me that question ten years back I would say.... I won’t give you a ‘yes’ answer. But now I can firmly say ‘yes’ because of the realisation that without communities we cannot mine.”
(Respondent 2)

“So, they are the key stakeholders, absolutely nothing we can do in this land without our communities’ buy in. So, they are the key stakeholders for our mine to operate.”
(Respondent 14)

Although all respondents agreed unanimously that communities are key stakeholders, it emerged that although communities are key stakeholders and therefore should be strategically managed, the execution of communities and social sustainability as a part of strategy is severely lacking. The community contingent all agree that the mine does not include social sustainability in its strategy.

“Ja, I think from their side they think they are the key strategy but when they go to communities they don’t implement the way they have agreed.”
(Respondent 11)

On the part of government, there is also a general feeling that although the mine considers communities as core to strategy, they fail in execution.

“Well I ... I don’t think so. They might be, but not to a large extent I suppose, because if indeed they were taking cognisance of the challenges and expectations of communities, I don’t think we should be having all these difficulties.”

(Respondent 15)

The government and community sentiment on the lack of strategy execution by the company was further echoed by the company contingent where it emerged that although the strategy of company includes social sustainability as a key lever, the execution in this regard is lacking, largely due to the commitment of funds required.

“We are not living our strategy yet.”

(Respondent 3)

“Well I will be honest with you, right now we are not as inclusive as I would like it to be.”

(Respondent 4)

“Because the bottom line performance for us is currently still number one, and not so much sustainability.”

(Respondent 3)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.3.5 Interdependence as an Enabler

When questioned about what the enablers of shared value were, a strong theme of interdependence emerged. All parties agreed that success for one will not be sustainable if success is not attained for the other, in specific reference to the mine and community.

A key issue that emerged here is the consideration of all parties, in that the community felt that both the mine and government don’t consider what their opinions and needs are when they develop plans and programs. The root cause of this is a lack of engagement. Although

the lack of engagement is highlighted as a barrier, proper engagement in terms of quality and quantity with all parties is considered a key enabler.

“Listen, constant engagement with the community is the key factor. Constant engagement with the community.”

(Respondent 7)

“Better quality engagement. Because if you meet frequently you can meet frequently for the sake of meeting, but if it is better, improved quality engagement, in that you will have actions that have to be tracked and they will be implemented, but if you just meeting for the sake of meeting frequently and you don’t have anything tangible to put on the table then you’re not going to get anywhere.”

(Respondent 14)

“More often and better quality, I think we need to do both”

(Respondent 13)

“...the enablers would be that we must cover a lot of ground, go back to our basics, go back to the people and engage with the people so that they understand who they are, how they can contribute towards the corporates, and the other way round.”

(Respondent 8)

Along with the constructs of mutual respect and support for one other, collaboration as key enabler emerged. Government and the community felt that the mine does not collaborate enough and that if collaboration and engagement could happen, the concept of shared value could be implemented.

“I think the mine should engage with the other stakeholders, the municipality and such things. Not that they should take the sole responsibility of making sure that all this they are achievable, just to help them identify the needs of the community because that’s only through the municipality, because those are the people that know better about that thing.

The mine should not assume to know better than the people who are here.”

(Respondent 7)

between the mine and communities are considered not good in general, with issues like lack of transparency as well as lack of meaningful engagement taking centre stage.

It was also found that significant barriers present themselves in a segmented manner. Barriers posed by government are around infrastructure and basic services, with this seen as necessary for the concept to be implemented. Barriers posed by company speak directly to the management of the relationship it has with the company. This is particularly elevated due to the mistrust from communities that stems from the historical legacy issues.

And finally, there are barriers that are imposed by the interaction, or lack thereof between government and the company towards the community. It emerged that there is misalignment between plans and goals for the community and the community is largely excluded when plans are formulated about its needs.

A major finding in the way of strategy is that although communities are considered key stakeholders by all social actors and included as a lever of strategy for the company, there is a definite lack in the execution of the strategy for social sustainability. This further weakens the relationship between all social actors with communities left wanting.

Key enablers of the concept of shared value were identified as engagement, mutual support and consideration of all parties, where it was felt by the community that their need and wants were not considered when the mine and government put plans together for execution in their villages. Also, a strong theme of interdependence between the parties emerged where they all felt like their success was tied to the success of the other, particularly between the mine and community.

Lastly, collaboration emerges as theme where both the government and community sub-sample groups felt that if the mine collaborated more and did not try to do everything by itself, it could achieve more and enable shared value.

5.4 Research Question 2: What are the current and future potential impediments to the operationalization of shared value?

5.4.1 Shared Value Implementation

Entrepreneurship emerged as a theme in terms of how shared value could be operationalized. All parties (Mine, community and government) felt that entrepreneurship was the key to achieving social sustainability for communities. They felt if the community could find ways to support the mining process and mining needs in terms of procurement, that could be an answer to the operationalization of the concept in this context.

“And one of the things that the community was fighting for was to say ‘let us have the local entrepreneurs being part of what is happening’.”

(Respondent 6)

However, a major impediment to entrepreneurship and hence the operationalization of shared value was identified as the lack of transparency from the mine. Here too, this is a recurring theme, where social actors from all sub groups felt that knowledge transfer in terms of what the mine is doing and what are its needs and requirements is partly or completely missing. This finding is linked to the construct that skills transfer from the mine to the community will help with the implementation of the concept and that a current major impediment is the lack of skills transfer – communities are not equipped with knowledge to be able to assist the mine in being profitable and hence themselves profit from the activities.

“Hence I’m saying there are ways, but the problem is you’ve got those communities that are not educated, you’ve got a community that doesn’t understand how the mine works, you have got an opportunity that does not even know the opportunities within the mine.”

(Respondent 8)

“And once they know what’s happening in the mine they are able to identify business opportunities.”

(Respondent 6)

A further finding in the implementation of shared value is the need for multi-party collaboration, which was emerged as missing presently. Most respondents from the community and government sub-sample groups felt that the current levels of collaboration were low and therefore posed as an impediment to the implementation of the concept of shared value.

“In it, inherent is collaboration, and for me as I’m saying, it’s a system that must not escape our attention. It must not fall by the cracks. We’ve got to strive at all costs to advance towards its achievement, and that will promote the collaboration and the collective work, working together, and with working together we can do more.”

(Respondent 15)

“Between all three parties. I mean the two must know what the other needs – which is government and the mines – must know.”

(Respondent 6)

“It should not be the mine only that should look at the responsibility, as I’ve said before, it should come not at the expense of the mine but it should come as a strategy for mutual beneficiation.”

(Respondent 7)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.4.2 Multi-party roles towards Shared Value Implementation

The finding in the previous section was the need for multi-party collaboration for the concept to be achieved. This links directly with the roles of each social actor.

Governments role was identified as creating and provided the necessary support, oversight and monitoring of the process, and not just the current practise of policing. It is believed that if they do this properly, they could impact positive economic development in the area.

“I think they need to be pro and play an active role and help us resolve big conflict in the communities, they need to provide policy advice and learnings and teach communities

how policy functions and what is the social and labour plan – those are the questions we keep on debating with community when we are not supposed to.”

(Respondent 4)

“Second to that creating a conducive environment for the mine to operate, so coming up with programmes which will make communities understand the impact of mining in community development so that when the community sees the mine, they do not always see the mine from the negative sides but they see it from the negative sides and the positive sides, that the balance of both can bring about local economic development in the community.”

(Respondent 17)

A further role for governments was found to be largely around developing and providing infrastructure for the implementation of shared value. Although this has emerged as a major role for government, it also emerged as a role co-facilitated by the company. Expectations from all 3 social actors concurred that the company must assist with the provision of infrastructure and basic services.

“They have got to work with government, where government might not be able to have enough resources I think they must be able to you know, compliment government’s resources.”

(Respondent 15)

“But besides, we’ve got a lot of problems which needs to be funded by the mine, more especially in education and local economic empowerment as well, and also ensuring that we improve a number of SMME’s who benefit out of the mine.”

(Respondent 5)

The company's role towards shared value also emerged as being transparent and upskilling the community, so that the community can then play an active role in mining.

“I think we need to educate our communities. Remember mining is quite a foreign concept in a lot of communities. It will take a lot, a lot of years for the community around to understand what the mine does and all.”

(Respondent 8)

To do this, it was found that the company must start to change community perceptions about mining and the organization. This is linked to the earlier finding of the historical legacy issues that are still present. It was found that for the concept to work and be sustainable, it is imperative for the mine to address the negative perceptions the communities and government have of it. This was acknowledged by all social actors.

“I think first we need to change the image that communities have on mining.”

(Respondent 2)

“Firstly, you must deal with perception because there are real issues and perception because you can find that there is this perception to say that the mine is not contributing to anything what the community is doing or the mine is undermining the community, that is the perception.”

(Respondent 13)

The community's role towards the implementation of shared value emerged as initiating a relationship with the mine and becoming innovative, such that they could start to provide entrepreneurship activities to the mine and create economic development. A key element of attaining this is to educate and upskill themselves.

“So, our communities must really serve as ambassadors, once our relationship is nice and stable, they must have ambassadors for good quality education; by so doing we will see a lot of our community members being able to do business with the mine – either by being employees and know it is a little percentage, but mostly through procurement.”

(Respondent 14)

“I think the first thing which needs to happen is that they need to prepare a crop of future leaders, taking the current generation of young people to school so that they can learn.”

(Respondent 17)

A further key element was found to be a give and take relationship. It emerges that the role of the community extends to beyond just receiving from the mine, but in turn, they should provide benefit back to mine.

“But on the other hand, the counterparty must be in a situation where they can receive, and they can take. So, it is an exchange there.”

(Respondent 1)

So first and foremost for me, is to build the necessary capacity within communities, but more central to that, would be the organisation of those communities so that they can be able to seize these opportunities, they can be able to participate at the very... not necessarily a high level, but at an informed pace, and they are not just becoming spectators of the process.

(Respondent 15)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.4.3 Summary

Table 4: Summary of findings from Research Question 2

Research Question 2: <i>What are the current and future potential impediments to the operationalization of shared value?</i>	Company	Government	Community
Entrepreneurship is key to shared value operationalization			
The mine is not transparent			
Current levels of multi-party collaboration are low			
Government and company to provide infrastructure and basic services			
Upskilling is the role of the company and government			
The community must become innovative			

Table 4 summarizes the findings related to research question 1 and shows which sub-groups of the sample these themes emerged from.

For the implementation of shared value, entrepreneurship on the part of the community emerged as a strong theme. However, a major impediment to the community becoming active entrepreneurs to the mine is the lack of transparency from the mine. Communities are found to be unaware of the processes within the mine and this, coupled with a lack of skills transfer from the mine are found to hinder any potential for the community to develop entrepreneurship opportunities. It was also found that the elements of multi-party collaboration, which is needed for shared value implementation, is missing. Collaboration between all parties are very low.

Multi-party collaboration explored through the roles of each social actor revealed roles specific to the community, government and company, and further roles that were shared between company and government. The roles of the government were to move away from the current policing role and to migrate to a more supportive role where they could provide oversight and monitoring to the process. A major finding in the role of government is as expected, the implementation and providing of infrastructure and basic services. However, it was surprising find that this role is also expected of the company. All social actors, including the company sub-sample group conferred that the company must also assist in the provision of these basic services and infrastructure.

The company's role was also found to be creating transparency and skills transfer to the community to enable them to provide entrepreneurship opportunities to the mine. The mine also has a key role to address the negative perceptions that both government and the community have of it. It needed to do this via quality engagement and creating an inclusive environment.

The community's role towards the implementation of shared value emerged as initiating a relationship with the mine and becoming innovative. To do this, they first need to educate and upskill themselves. The community role was also found to include a migration form the current relationship where the mine donates, and the community receives to a more "give and take" relationship, a reciprocal exchange.

5.5 Research Question 3: What are the critical success and risk factors for trust to be established and maintained for all parties?

5.5.1 Honesty, Transparency, Trust and Engagement

When the relational aspects important for the concept of shared value were explored, honesty, transparency and engagement were found to be key. Transparency is a recurring element throughout all findings and speaks to the current state of the relationship. The same applies to engagement, where it is mentioned through all the themes to be a key enabler that is necessary but missing.

“The most important thing firstly if we were to strengthen our working relationship with the people, is to give them information.”

(Respondent 5)

Honesty emerged as a key construct, where community are saying that the company and government must do what they say they will do and not commit to things that they are unable to do. They should rather say so upfront. This is linked with the tenets of trust, where if honesty amongst the parties are practised, this can lead to trust.

“If maybe the mine can make sure that they do things that they promise the community so that they can trust them.”

(Respondent 10)

“It’s when the mine complies, they just have to be honest, if community asks for something if they don’t have it, then they just have to be honest and say we don’t have that kind of things, but we can help on this one.”

(Respondent 9)

It was found overwhelmingly amongst all social actors that the most important relational aspects for the concept of shared value to work are trust and transparency.

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.5.2 Importance of Trust

It emerged that trust is considered very important for the relationship and concept of shared value to work. Currently, trust does not exist and needs to be established. To do this, the community and government contingent felt that the company should apologise for past legacy issues and address it head on. This links to the previous section where it was found that legacy and historical issues significantly affect the potential for the relationship to succeed.

“Because as we speak now we are still sitting with legacy issues, where the community is saying ‘We were promised X but it was never delivered’. And that has contributed to this mistrust. So, I think the more we engage, but engage honestly and openly, and when something cannot be achieved.”

(Respondent 2)

“But ultimately, I think there is a human sort of humanity there, at the bottom you know, where people can say ‘Hey listen, we actually in this together’. And an acknowledgement of how it was done in the past and that maybe that was wrong, apology accounts for a lot in these communities, and then to actually continue to do things differently together.”

(Respondent 1)

The establishment of trust is also strongly linked with engagement, and engagement in is found to support the establishment of trust. This poses a reciprocal relationship between trust and engagement. Trust was also found to be consequence of honesty.

“You can’t be honest with each other if you’re not engaging”

(Respondent 8)

“If we go into a relationship and you’re honest with me, inevitably over time I will trust you. But if you are not... if our relationship is not based on honesty then trust shall never be achieved, because it’s a consequence.”

(Respondent 15)

The community values the truth and would rather be told the truth even though it may be negative, then the alternative. This is the same for government. Both sub-sample groups feel that the company should be honest about what it can and can do for the communities and in doing so, the company will earn trust. It emerged that the government and community both acknowledge that to build trust takes time and the company does not exhibit the necessary patience in this regard.

“Interesting, so based on this, we visited the village last week and we had a long (meeting) in a local shebeen. And there was a sign up against the wall ‘you may have the watches, but we have got the time’. So, these people aren’t always expecting things to happen tomorrow, but it’s rather do it better through engagement, relationship building. It might make more time, we are in a corporate environment, we don’t have time – we only have the watches – but time is the thing that is going to make this sustainable.”

(Respondent 3)

When it came to engagement, all respondents concurred that frequency, quality engagement would lead to the establishment of trust and once established, trust would lead to more engagement.

“It is all round engagement”

(Respondent 3)

Transparency, in the form of inclusive engagement also came out as a strong tenet for the establishment of trust. The community contingent felt very strongly that the engagement should be all inclusive for both government and the company and that a bottom up approach was more beneficial than a top down approach.

“But also, listen to what the communities want us to do for me, because it’s kind of must be a top down approach that we always go to them and say, ‘we’re going to build ...’ – no! It must be a bottom up approach where the community tells us as government that this is what we want.”

(Respondent 8)

The community sub-sample group constantly referred to the company engaging in a transparent way. They are eager for the company to consider them as important partners and establish and maintain an inclusive relationship.

The current causes of distrust between the mine, government and the community were found to around the perceptions of dishonesty that stems from historical legacy issues as well as the different parties not delivering on what they promised.

“I think we spend a lot of the time becoming more articulate, more ability to paint these beautiful scenarios that dupes people into going along with it to a certain end. But then just as fast we move on when we get what we have wanted. And we are not sticking around through thick and thin. So, I think unfortunately the mistrust has come about through centuries.”

(Respondent 1)

Dishonesty emerged as a major cause of mistrust along with a failure to fulfil promises. This applies to both government and the company. The failure to fulfil promises being strongly linked to the causes of distrust was present across all sub-sample groups. Here, all sample groups felt that if a promise was made or a commitment given, the non-execution of the commitment in a timely manner was a major cause of distrust and undermined the multi-party relationship, with the community losing trust in both the government and the company.

“We agree on your plan and say the mine will do different things; down the line nothing happens. That erodes trust. It erodes trust between the mine and government as well.”

(Respondent 15)

Lastly, a major community sub-sample group response with the causes of distrust stem around the perceived lack of respect from the government and the company, towards the community. The lack of respect emerges where the community feel, that because of their circumstance being one of poverty and need, they are looked down upon and don't have any bargaining power. They also feel that their needs and concerns are not taken seriously

by both the company and government and decision are made about them without their involvement. This is a major cause of distrust of both the company and the government.

“What can break the trust is when 1) we don’t want to work with each other or we look down upon the other. In this case you will understand that when we come together, we come together but we don’t have the same strength.”

(Respondent 6)

“And you are from the community, you don’t have money, and you’re looked down upon. You know, your view is not taken simply because you’re not bringing like money on the table. You know, it is like you are seen as if alone you cannot make it therefore you are here because you depend on others. It destroys the trust that.”

(Respondent 6)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.5.3 Desire for a Better Relationship

Although it was found that the current levels of trust between the parties are low, it emerged very strongly that all parties have hope for a better future. When asked if shared value could become a reality, most respondents across all sub-sample groups agreed that it could, and it should. Although they acknowledged that significant barriers exist, they are hopeful that through engagement, honesty and transparency, the relationships could be mended such that the concept of shared value could be explored.

“I hope so, I do have great hope, but I wonder too you know.”

(Respondent 1)

“It should have happened a long time ago already and then we would not be sitting with the problems that we are sitting with at this stage, but I think if the things that I have mentioned can be put in place, I think in five to ten years it can definitely work.”

(Respondent 16)

Refer to table 6 in Appendix 9.2 for more illustrative quotes.

5.5.4 Summary of Results

Table 5: Summary of findings from Research Question 3









Research Question 3: <i>What are the critical success and risk factors for trust to be established and maintained for all parties?</i>	Company	Government	Community
Honesty is lacking			
Engagement (frequency and quality) is lacking			
Trust and Transparency are key to Shared Value			
Trust is enabled by delivering on commitments made			
Trust and engagement are interlinked			
Dishonesty leads to mistrust			
Lack of respect during engagements causes distrust			
Hope for the future			

Table 5 summarizes the findings related to research question 1 and shows which sub-groups of the sample these themes emerged from.

It was found that the current relationship is one of distrust. This stems from the poor engagement processes well historical legacy issues that tarnish the image of the mine. Both the community and government feel that the company should tackle this perception head on and address the legacy issue that have brought on distrust.

The establishment of trust is strongly linked to engagement, both in terms of quality and quantity. The relationship is interlinked with engagement supporting the establishment of trust. Trust was also found to be a consequence of honesty and transparency, with the mine being perceived as being non-transparent.

Along with dishonesty, a major cause of mistrust between parties especially between the community to government and the company is the failure to deliver on what is promised or agreed to. Communities also feel that the way government and the company interact with them, implies disrespect and this in turn causes mistrust. They feel that because they are in need of help, they do not hold any power or strength in engagements and are looked down upon in a negative manner.

Despite the low levels of trust shared by all parties, when the concept of shared value was explained, there appeared to be hope for the future. All respondents acknowledged that there were significant barriers that are still existing but with multi-party collaboration, it could be achieved.

6. DISCUSSION OF RESULTS

6.1 Introduction

The purpose of the research was to explore multi-party collaboration towards shared value, across the context of a Platinum mine. The preceding chapter (5), has listed the results obtained from the semi-structured interviews. This chapter discusses the results obtained from the research under the research questions and integrates it with concepts from theory and literature. Each research question will be discussed.

6.2 Research Question 1

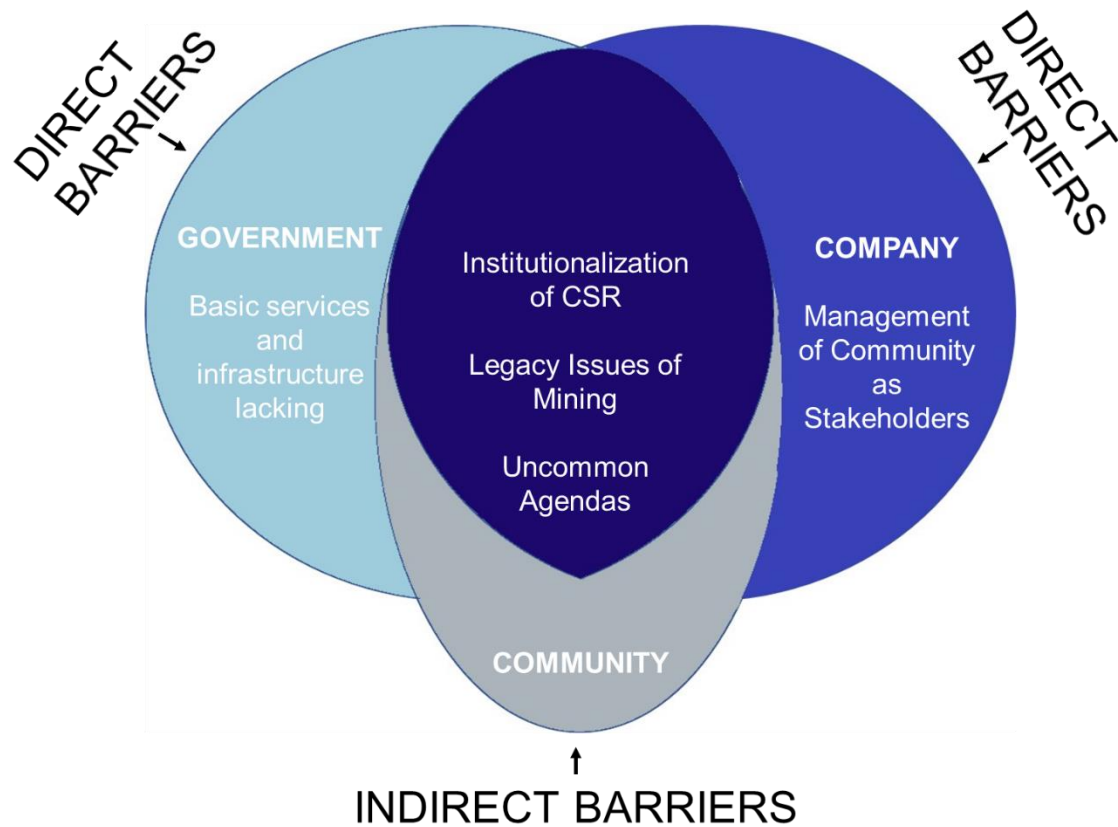
What are the enablers and barriers for the concept of shared value to work?

The concept of shared value is a relatively new one and it was important to first understand what the enablers and barriers to implementation are. Unlike CSR, the literature on shared value is lacking. Apart from the 3-step guideline published by Porter et al (2011), very little exists in literature. Hence the first research question was aimed at understanding the precursors to the concept being successful in the chosen context.

During the coding process, themes emerged that posed as barriers to the concept of shared value. These barriers to shared value are considered as either direct barriers or indirect barriers. Direct barriers are those posed as a direct result of action or inaction from a certain sub- sample group (company, community or government). Indirect barriers are those posed by the eco-system i.e. the culmination of rules, regulation, historical context, legacy etc.

Barriers that emerged as those that are directly posed by government, those directly posed by the company and then there were those that emerged as a consequence of the ecosystem, including the historical context of South Africa and mining, along with the transition to democracy and then the legislation of CSR.

Figure 6: Graphical Summary of Barriers to Shared Value



6.2.1 Barriers to Shared Value: Indirect

These barriers emerged as those posed by the ecosystem and not the direct result of action or inaction by one party. Historical context has played a major role in defining the context of the environment and this culminated in the following themes. Because these barriers emerged as a result of the eco-system, they are common to all social actors in the eco-system.

6.2.1.1 Institutionalization of CSR

If the concept of shared value were to be implemented successfully, it is imperative that knowledge of the concept should exist. The findings were very clear in this respect, the concept of shared value is a foreign concept to all social actors in the research process. Although the concept of shared value may be getting significant attention in other parts of the world, across this mine (the largest open pit platinum in the world), the concept is foreign. Respondents either plainly did not know what the concept was and others referred the concept as “sharing benefit between all”.

The lack of understanding of the concept of shared value made the deducting the applicability of the 3-step guideline as an implementation framework impossible.

The words “mutual benefit” and “sharing between all” refers directly to the CSR.

In developing countries, CSR is not just philanthropy. In South Africa, it is legislated by the government towards the mining industry in the form of the mining charter. Therefore, for mines to maintain their license to operate, they must comply to the mining charter milestones. The application of CSR in this context is informed by institutionalized policies (Visser & Tolhurst, 2017). This could explain why the concept of shared value is misunderstood. In an industry where the social impacts of the business are high and very political, complying to the law ensures a mining company maintains its license to operate. It can be argued that with such focus on compliance to CSR for business needs as well as reputational needs, it leaves very little room for the concept of shared value to be appreciated or even contemplated.

In a country with such high levels of income-inequality and poverty, one would think that the government and companies are looking for real ways to make lasting social impacts. Shared value could provide an avenue for that but has been found to be completely off the radar. In the minds of all social actors, it is accepted that the company must provide social relief to communities and companies are obligated to assist government in the fulfilling of its duties. This chimes with the literary criticism of CSR where Lawson et al (2014) argue that CSR creates a culture of dependency on companies from those who are receiving the social benefits (Lawson & Bentil, 2014).

Due to the transactional nature of the relationship between stakeholders and society in a context that is highly institutionalized (Dahlsrud, 2008); (Visser & Tolhurst, 2017), compliance to CSR is key. This poses a major barrier to the concept for shared value. One could therefore conclude that for the concept for shared value to work in this context, the

institutionalized manner of CSR which presents itself as an indirect barrier to shared value, must be addressed.

From this finding, it is evident that the concept of shared value for implementation in the chosen context cannot be explained by existing frameworks, specifically when applied to an industry or country that has highly institutionalized CSR policies.

It is also evident through the research findings that this barrier is present across all social actors and is a shared barrier.

6.2.1.2 Legacy Issues of Mining

South Africa's mining industry has played and continues to play a vital role in the economy. During the years of apartheid, only people of the white race were given mining rights and black individuals were not allowed to specialize or train in any functions other than manual labour for the mining industry. This, along with the poor educational facilities available for black people during apartheid has culminated in the massive socio-economic problem the country faces. Although the country has transitioned from apartheid into democracy, the effects of the apartheid rule (supported and shaped by the mining industry) are still very much structurally present (Wilson, 2001). It presents as a crippled educational and health care system along with severe social issues and inequality.

However, apart from the structural issues that the historical legacy of mining and apartheid present, there is a deep seeded emotional response from social actors to the historical legacy of mining. All social actors (government, community and company) refer to the capitalist nature of the industry.

Due to the legacy issues, relationship barriers present themselves in the form of a lack of transparency between parties. The community feels very strongly that the mine is dishonest and only wants to exploit them for the benefit of profit. The benefit of wealth is not perceived to be shared equitably.

An indirect barrier to shared value presents itself in the form the legacy issues associated with mining. The industry must find a way to reshape perceptions of its intent and transform those perceptions into one of partnership and collaboration.

6.2.1.3 Uncommon Agendas

The theme of uncommon agendas presented itself strongly, with both government and company but also within the community.

Historically, the tribal authorities led community villages through the born heir to the throne, the king known as the “kgoshi”. However, in recent times, due to a number of disagreements particularly with the youth who prefer a democratically elected representative, there has been clashes that have resulted in the tribal authorities allowing a group of representatives to be elected to co-lead the community villages in key processes (Kapelus, 2002). The bilateral structures for leaders (the tribal authority and the elected representatives known as the task team) creates a barrier because there is no longer one body representing the community. In this structural make up, it is imperative that both bodies of representation are aligned and concur, thereby presenting a common force to government and company, but this is not the case. The intricate multi-layered structures creates too much complexity in within the communities and often the 3 groups (2 tribal authorities and task team) are misaligned. If shared value were to be explored in this context, the highly complexed, multi-layered nature of the community structures poses a barrier.

Government policy dictates that each municipality must have an Integrated Development Plan (IDP) that is aligned with the National Development Plan of (NDP) 2010. The IDP is a 5-year plan and meant to address the pillars of economic stimulus. They are infrastructure (roads etc), education, water, sanitation, health facilities etc. The mining charter dictates that each mine will have a Social Labour Plan (SLP) that that is aimed at social economic development of the areas within which the mine operates. The SLP is meant to address similar social issues as the IDP.

A major theme that emerged is the misalignment between the IDP and the SLP, where social actors from the community feels that they were not benefitting from either. Communities revealed that they are not consulted on either the IDP or the SLP and are just expected to be grateful for the receiving the social assistance from government and the company. They would prefer to be consulted and have a say in what their immediate needs are. The mining charter in 2004 stipulated very clearly that all stakeholders (communities and company) should be involved with the development of the IDP, however, subsequent revisions of the mining charter have placed less emphasis on the IDP and hence the multi-stakeholder involvement (Heyns & Mostert, 2018). This could be the reason why communities feel they have not been involved.

Previous mining charters have not spoken to the alignment between the IDP and the SLP, however the 2017 draft mining charter requires mining companies to specify how their social projects will contribute to the IDP (Heyns & Mostert, 2018). This could be the start of the alignment between a company's SLP and the government's IDP, which is exactly what mining communities are asking for. Currently, the misalignment caused by the lack of alignment poses a significant barrier to shared value. The barrier exists in 2 ways. The first is in a lack of progress in terms of real poverty alleviating infrastructure and development like clinics and schools etc. Secondly, the barrier created by the misalignment is also an emotional one on the part of communities, where communities feel left out by both government and the company and have little to no say on their own needs.

6.2.2 Barriers to Shared Value: Direct Barriers posed by the Company

6.2.2.1 Company management of the relationship

The current relationship between the mine and the community is riddled with distrust, a lack of transparency and poor engagement. This view is held by most social actors from all 3 groups. The relationship between the mine and government is also lacking with little meaningful engagement apart from compliance discussions. This could be as a result of the company being at the centre of the network with government and community relying on the company more than the company feels it relies on them. Literary work on CSR show that the company holds the power reign in the network, and exerts its authority over that of communities, with government being silent in this respect (Rajak, 2008). This finding concurs that due to the power reign held by the company, this then allows the company to manage the relationship in self-preservation way, thereby making the company less transparent. Engagement was a major subtheme that emerged where the community and government both felt that the company lacks in quality and quantity of engagement and only engages when it feels is necessary.

6.2.2.2 Social Sustainability not considered as part of Strategy

The theme that social sustainability is generally not considered as part of strategy was grouped with direct barriers imposed by the company. All social actors unanimously agreed that communities are key stakeholders. According to the theory of stakeholder

management, communities and government form primary stakeholders to the company and as much, the company must ensure they are satisfied (Buchholtz & Carroll, 2012). Although the company considers communities as key stakeholders, it was found that the management of communities in so far as key stakeholders was lacking.

The idea in the stakeholder model is that stakeholders are instrumental and therefore the management of them is strategically linked to the performance of the business (Harrison & Freeman, 1999). If this is true, then stakeholder management of instrumental stakeholders should in fact be part of strategy. But the finding here is, it is not. Perhaps this could explain why the company does not see profits attained through communities and communities are still living below the poverty line. This finding, the lack of social sustainability and CSR being core to company strategy, links with the Porter et al (2011) view, that as an expense, CSR can never be core to company strategy (Porter et al., 2011). In words and reports, it is depicted as it is strategic intent, but in actions, all social actors agreed that it is lacking wholly or in major areas of implementation.

The community sub-sample group are angered by the lack of execution of social sustainability as strategic intent. In the rules of exchange, reciprocity is a key tenet, where one party gives and other reciprocates in kind (Blau, 2017). This social exchange is 100% voluntary and should not be coerced. Because the company claims to consider the community as key stakeholders yet lacks in including it as strategic intent, this could cause the community to not appreciate what it currently receives from the mine in the form of CSR benefits. Further to this, the lack of reciprocal social exchange manifests itself in community violence raised against the mine periodically. This links to the literature review in Chapter 2, where according to social exchange theory, the act should be voluntary. However, CSR is involuntary in this context and mandated by government through the mining charter specifications of each mine implementing a SLP. The community see this and appreciate it for what it is, a superficial arrangement between the mine and government that allows the mine to continue with its license to operate. This therefore voids the relationship of any meaning whatsoever. This may explain the current state of the relationship between mines and communities at large.

The fact that all social actors agree that community are key stakeholders and then all agree that the management of social sustainability (which is primary about the communities) is not considered part of strategy poses itself as a major barrier.

6.2.3 Barriers to Shared Value: Direct Barriers posed by Government

6.2.3.1 *Government Services Lacking*

A major barrier to shared value emerged as the lack of government services and infrastructure. Communities are dealing with serious education and health facilities degradation that are not up to quality. They are also dealing with a major shortage of water and sanitation, thereby confining them and future generations to rural life. This finding was unanimous amongst all social actors and speaks to the ability for shared value to be considered and implemented in an area where the basic service of running water is missing. This finding relates directly to issues facing businesses in developing countries (Kapelus, 2002).

For economic activity to thrive, the basic needs of water and sanitation along with education and health facilities are key. In this context, where these are lacking significantly, it is questionable if the concept of shared value could be successful or even implemented at all. The needs of the community at present are not essentially about financial gain. Currently they are seeking the basic human needs that people outside the rural areas in South Africa are accustomed to.

Through the research process it was made clear by government and the community sub-sample that there is an expectation for the company to step in and provide these services. Hence the onus of social transformation transfers to the company. This is also a finding in literature, where CSR benefits are largely around infrastructure development and basic services (Bhattacharya et al., 2011). So, in a context where basic services are lacking and the onus to provide this has migrated from government to the company, the environment created is one where the concept of shared value has no place. Shared value means mutual benefit for all parties, in the current context it is difficult to imagine how a company could financially benefit from the return on investment on community infrastructure other than maintaining its social license to operate.

Until the basic services and infrastructure are developed adequately, there appears to be little room for shared value to succeed.

6.2.3 Interdependence as an Enabler of Shared Value

6.2.3.1 *Consideration of all Parties*

The community sub-sample group felt that they are not considered by the company or government. This relates directly to the lack of engagement between the company and government with communities. So, engagement, whilst the lack of it considered as a barrier, if done properly and openly, emerged as a key enabler for the concept of shared value to succeed. This is linked to the literature where it was found that money by itself is not enough to gain community acceptance and collaboration, but quality contact and constant consideration is key (Moffat & Zhang, 2014).

Along with this is communities should to be a part of development of strategies and projects for communities (Moffat & Zhang, 2014). Having communities involved with projects and strategies that directly affect them will go a long way to develop the relationship and will allow essentially a social exchange contract that is superimposed with a transactional contract to emerge. In literature, Blau (2017) finds that social exchange and economic exchange are not mutually exclusive (Blau, 2017).

This is a key enabler to the concept of shared value.

6.2.3.2 *Collaboration*

Collaboration and a collaborative effort from all parties emerged as a key enabler for shared value. Both the government and community sub-sample group felt that the mine does not collaborate enough. This could be due to the effects of CSR authenticating the company's role of power in the relationship.

In the current context of South Africa, it is clear that government directives perpetuate the dependence of communities on mines and with CSR being coerced (through legislation), this reduces the ability of the mine to consider itself mutually interdependent with the communities and government. The relationship is one sided. This could explain the lack of collaboration. In order to make a significant social impact that is sustainable, it is imperative that the relationships migrate from one of dependence to interdependence (Erdiaw-Kwasie et al., 2017).

Hence collaboration is a key enabler for shared value.

6.3 Research Question 2

What are the current and future potential impediments to the operationalization of shared value?

After identifying the barriers and enablers of the concept of shared value, it is then necessary to explore how the concept of shared value could be operationalized in the chosen context. After it emerged that all social actors did not understand or comprehend the concept of shared value, it was explained to them along with examples of it has been implemented elsewhere, before questions associated with operationalization were asked.

6.3.1 Shared Value Implementation

6.3.1.1 Entrepreneurship by Community to Mine and Skill Development Multi-Party Collaboration

Entrepreneurship emerged as a major theme when it came to understanding how the concept of shared value could be operationalized in the chosen context. The theme sub-theme of entrepreneurship links to the one of the guidelines from Porter et al (2011) when they explained how the concept could be implemented. The third guideline for shared value implementation is “enabling local cluster development” (Porter et al., 2011). All social actors felt that this was the most appropriate and applicable route for implementation. The community sub-sample group were very vocal about wanting entrepreneurship opportunities from the mine.

A major impediment to entrepreneurship emerged as the lack of transparency at the mine. All social actors from the community and government sub-sample groups felt that the mine was not open and did not share with the community the process of mining. This thus prohibited the community from being able to come up with opportunities to provide services and procurement to the mine. The lack of transparency also leads to the negative perception of the mine by other social actors.

The emergence of entrepreneurship (in line with the third guideline from the Porter et al (2011) framework) as the only avenue with which shared value could be implemented can be associated with the institutionalization of CSR. Even with entrepreneurship as the only

alternative, it places the mine at the centre of network, therefore yielding power. The community and the government also feel that it is necessary for the mine to initiate a process of the transfer of skills to the community, so that they may play a bigger, more pronounced role in mining. All the implementation impediments and solutions thereof revolve around the mine. The success of shared value depends on the identification of connections between the company and society and the exploitation of these connections for economic value creation ultimately for the company but also for society (Font, Guix, & Bonilla-Priego, 2016). In this case, all the connections identified by the community are dependent on the mine providing the transfer of skills and creating transparency. Once those are complete, then the community will be able to begin to try and provide services and procurement (via entrepreneurship) to the mine.

6.3.1.2 Multi-party Collaboration

The lack of multi-party collaboration emerged as a further impediment to the implementation of shared value. Most social actors felt that the current levels of collaboration were low and hindered the relationship. The lack of collaboration stems from the lack of engagement that emerged as strong barrier to shared value. There is literary evidence that the direct interaction of all stakeholders has led to multi-party collaboration and this then led to the transfer of skills, knowledge and competency to the all (Tossavainen, 2013). Literature also shows that the more interrelated the stakeholders are, they are more likely to share information, exchange ideas and form partnerships to benefit co-creation for all (Pera, Occhiocupo, & Clarke, 2016). In fact, one of the key drivers for stakeholder co-creation is the enablement of stakeholder interaction (Pera et al., 2016).

The problem remains, how does the barrier of engagement be overcome and lead to multi-party collaboration. In the context the research is set in, the social actors are not all equal partners. The company has surfaced many times in literature and in the findings as being centre to the network and therefore yielding all the power. Following the company, government is next in line with the power of punishment for non-compliance to its rules and regulations. It could be argued that government has as much or more power than the company and they can directly stop the process of mining. That leaves the community as the least power yielding group.

This phenomena is directly linked to resource dependence theory where there is a lack of equality between the power dynamics of the parties (Tossavainen, 2013). Methods to

overcome the resource dependency phenomena in the literary study by Tossavainen (2013) were transparency and mutual fairness. But this study was applied to non-profit organizations therefore there was no personal gain involved. For shared value in this context, there is the propensity for self-gain, it is core to the concept, therefore it becomes even more important for the parties to collaborate in a transparent and fair manner.

It is imperative that the company and government understand the phenomena of resource dependency and are conscious to not yield power over the community. If they do, the success of the multi-party collaboration and opportunity for co-creation will be drastically jeopardized. They should also be aware and ensure they are not only transparent and open but fair in their engagements. If not, the community could (and has in the past) react with the only power they yield, the propensity to embark on protests and cause violent eruptions against the mine and government institutions like the municipality.

6.3.2 Multi-party roles towards Shared Value Implementation

Figure 7: Graphical representation of the multi-party roles towards shared value implementation

GOVERNMENT	COMPANY	COMMUNITY
<ul style="list-style-type: none"> • Infrastructure 	<ul style="list-style-type: none"> • Infrastructure 	<ul style="list-style-type: none"> • Initiate relationship
<ul style="list-style-type: none"> • Basic Services 	<ul style="list-style-type: none"> • Basic Services 	<ul style="list-style-type: none"> • Innovation
<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Transparency 	
<ul style="list-style-type: none"> • Oversight 	<ul style="list-style-type: none"> • Address Legacy Issues 	
<ul style="list-style-type: none"> • Monitoring 	<ul style="list-style-type: none"> • Skills Development 	<ul style="list-style-type: none"> • Skills Development
<ul style="list-style-type: none"> • Multi-party Collaboration 	<ul style="list-style-type: none"> • Multi-party Collaboration 	<ul style="list-style-type: none"> • Multi-party Collaboration

For the implementation of shared value, each stakeholder (company, community and government) has a role to play. A common role to all 3 social actors was multi-party collaboration, as discussed in the previous section.

6.3.2.1 The role of Government

A dominant role of government that emerge is to provide infrastructure and basic services. Although this emerged as a role for government, it also emerged strongly as a role for the company to co-own with government. This is linked directly to the costs of business being different for developing countries than for first world countries (Kapelus, 2002); (Bhattacharya et al., 2011).

The provision of infrastructure and basic services is a cost to the company, one that they will struggle to quantify a return on in the context of shared value. It can be argued that the provision of basic services and infrastructure for the social upliftment of the community is counter to the concept of shared value as the mine does not gain in competitive advantage or profits and is in fact incurring significant expenditure for no return other than being a good social neighbour and reputational benefits.

In the context of South Africa, a developing country with major social issues, it is clear through the existing literature available as well as the findings of this research that companies must play a role in providing the basic needs and infrastructure that government should be providing. This is essentially a unique situation and the bad image of not assisting is detrimental to profits. Assisting in basic services and infrastructure are in fact tick boxes for the company to become or maintain its competitiveness in this country, as reputation in the eyes of the consumer are starting to take a central focus.

The role government also emerges as support to the process of shared value implementation, oversight and monitoring. It is unknown what is meant by “support”. Because of the high institutionalization of CSR, “support” could mean the migration of coerced CSR to creating shared value. It is envisaged that if the current legislation that perpetuate coerced CSR is not addressed, there really is no incentive for the company to embark on shared value exploration which will come at a cost if it is still required to comply to CSR projects. Shared value creation is the benefit attained relative to the costs incurred to create it (Crane et al., 2014). It does not come for free. In the context of the research purpose, it is clear that the company is expected to provide skills transfer, so the community can be educated and be in a position to provide entrepreneurial opportunities

to the mine. The skills transfer alone will pose a considerable cost due to the current levels of education associated with rural areas.

6.3.2.2 The role of the Company

Other roles of the company towards the implementation of shared value apart from the provision of basic services and infrastructure were skills development. This was a shared role with the community in that the company provides the skills development and the community receives it. However, the skills development role of the community refers to more than just receiving. In order to receive the skills development transfer in a manner that enables the community to then provide opportunities to the mine for entrepreneurship, the community must have the necessary knowledge absorption capacity. Knowledge absorption capacity is defined as the “ability to acquire, transform and exploit the knowledge obtained to improve efficiency” (Campos-Climent & Sanchis-Palacio, 2017). Although the context of the study was aimed at organisations, one could argue the same requirements for the community who present themselves as an organization in this context.

The role of the company further extends to transparency and addressing the legacy issues associated with mining. Transparency is a strong sub-theme that emerged as a barrier to shared value as well as an enabler and now is emerging further as an impediment to operationalization. The lack of transparency could also be affecting the poor perception of the community and government social actors towards the mine.

The community and government sub-sample groups would rather have the mine directly address the legacy issues that plague the relationship. This could be contributed to the way the company implements and reports on its CSR activities. It has been found in a study by Font et al (2016) that understanding what is important to stakeholders is imperative and should be central to how a company manages and reports on its CSR activities (Font et al., 2016). The company could use this finding and ensure that its CSR activities are implemented after consultation with the relevant stakeholders. This will create a sense of inclusiveness and will assist to alleviate the finding that communities feel left out. It could also assist in addressing the negative perceptions of the mine as well as go a long way to address the legacy issues associated with mining. This will in turn assist in migrating CSR to shared value.

6.3.2.3 The role of the Community

The role of the community includes multi-party collaboration, skills development and developing the necessary knowledge absorption capacity to exploit the transfer of knowledge to co-create value with the mine, as discussed in the previous sections.

A further role of the community is innovation which is strongly linked to entrepreneurship which has been discussed above. Lastly, the role of the community is to initiate a relationship with the mine. It is envisaged that the legacy issues and lack of transparency associated with the mine is a strong deterrent to the community initiating a relationship with the mine. It has been shown that external stakeholders, like communities can be considered as valuable knowledge resources for companies (Kazadi, Lievens, & Mahr, 2016). This is key to multi-party stakeholders creating innovation which is ultimately creating profit for all stakeholders (Kazadi et al., 2016). If the community are made to feel like they can positively contribute to shared value through quality engagement, this could create the opportunity for them to develop a relationship with the company.

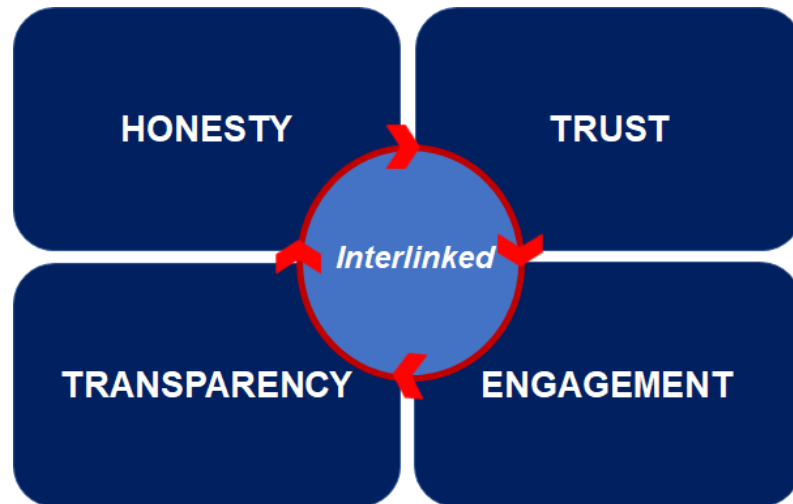
6.4 Research Question 3

What are the critical success factors for trust to be established and maintained between all parties?

For multi-party stakeholders collaboration and co-creation, relational aspects are important (Kemp et al., 2011); (Pera et al., 2016). Through stakeholder theory as well as the theory of reciprocal exchange, or shared value to be successfully implement and sustained, reciprocal interdependent exchange is key. It has also been formulated that trust is an antecedent to reciprocal interdependent exchange. Hence it becomes very necessary to understand how trust can be established and maintained for shared value implementation and thereafter sustainability.

6.4.1 Honesty, Transparency, Trust and Engagement

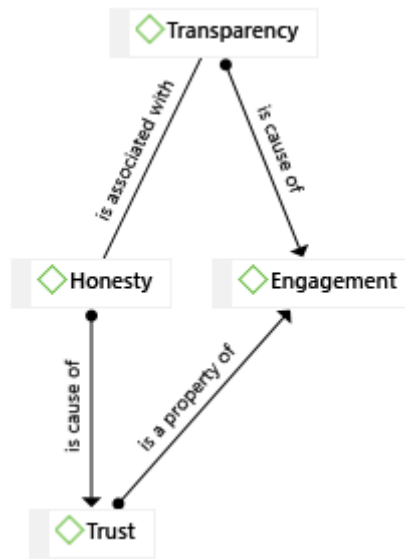
Figure 8: Relational aspects important for shared value



For the concept of share value to be implemented successfully and create long lasting social impact, it is imperative that the relational aspects for the relationship are well understood especially since the concept can only be implemented through multi-party collaboration. Empirical research through case study design and analysis was done to understand what the motives to value co-creation are in a multi-party stakeholder system. It was found that stakeholders engage in co-creation for reputation enhancement motives, experimentation motives and relationship motives, where relationship motives refer to co-creation being driven through new partnerships and collaboration between the different stakeholders (Pera et al., 2016).

Honesty, transparency, trust and engagement emerged as a key relationship themes that could enhance the relational aspects between the parties. These aspects are not mutually exclusive and form an interlinked system, where one leads to the other. This also implies that the absence of any one of them will cause system instability to the interrelationships. The importance of honesty, transparency, trust and engagement is further linked to the multi-party interdependence. Rousseau et al (1998) found that one of the conditions necessary for trust is interdependence (Rousseau et al., 1998). This then links the relational aspects above to reciprocal interdependent exchange.

Figure 9: Network diagram showing interrelationship of aspects



When it came to engagement, it was clear that it was not just the number of engagements that were a cause for concern in the relationship between the parties, but also the quality of such engagements when they were had. The lowest power yielding group i.e. the community felt that the engagements lacked any substance, was riddled with a lack of transparency that made them believe the other party was engaging in a lack of faith. When considering the literary work done by Bowen et al (2010) on the antecedents and consequences of various community engagements, it was found that transformational engagement had the propensity to provide the biggest success (Bowen et al., 2010). Through transformational engagement, trust had the best opportunity to be established and maintained.

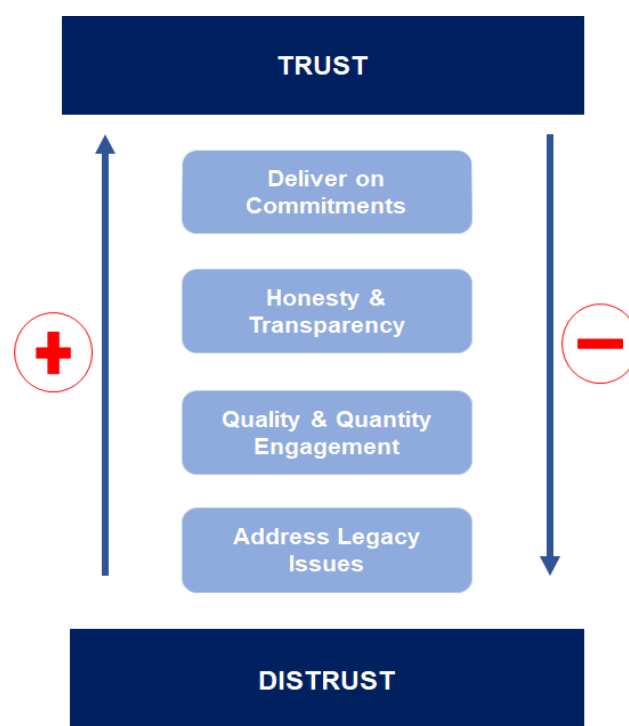
This literary work echoes the findings from this research process, where engagement came up numerous times during the process. Engagement appeared as a current barrier to the concept of shared value, a potential enabler and important for the establishing of trust.

6.4.2 Importance of Trust

Both the mine and the community agree that they are interdependent on each other, even government echoes this view. One of the conditions necessary for trust to be established interdependency (Rousseau et al., 1998). Although this condition is present, trust is lacking

significantly in the relationship and trust is very far from being attained. Motives for this were explored and were found to be reciprocal in nature, in that the things that cause trust are what maintain trust in the relationship and are also the things that caused massive distrust if not displayed or practised in a genuine manner. The other condition necessary for trust to be established is risk, which is defined as the “perceived probability” for loss (Rousseau et al., 1998). In the current dynamics, the community appears to be the only ones that perceive risk, in that their conditions will worsen or stay the same. And they feel like the mine and government are not in a position of risk. This once again speaks to the power in the relationship and could explain why communities at large are uprising against government and companies, especially mines. If the mine and company do not feel a perceived probability of risk, then their belief in interdependency with the community comes into question.

Figure 10: Establishing trust and causes of distrust



Currently, the relationship is at complete distrust. For trust to start to be established, the community and government sub-sample groups need the company to acknowledge its bad image associated with the historical context of the country. This was key for trust to start to be established. It is very evident that although the country is 12 years into democracy,

ill feelings between corporations stemming from the dark days of apartheid still exist. The role that mining played during apartheid in the exploitation of black workers is still very real and present in the minds of the community and government. However, mining also played a significant role in the transformation of apartheid and has a significant role to play in the future of the country (Wilson, 2001). If mining companies could understand the legacy it carries and own the responsibility that weighs on it for future prosperity of the country, this could be a starting point to building relationships.

When it comes to addressing the historical issues, the community want to see a sense of vulnerability from the mine. They value the truth and want to be treated with respect. The community feel disrespected and looked down upon, they feel the power of the company and receive poor quality engagement if any at all. They also feel that they have no power in the relationship. The power dynamic in the multi-party relationship once again adds to the complexity and unsustainability of CSR. Through CSR, the opportunity to overcome the resource dependency and its associated power dynamics is non-existent and one could argue that the only way to address the current power dynamics in the relationship is through the process of shared value where each party has the ability to make and provide profit collectively for the benefit of all.

According to the theory of reciprocity, outcomes are based on everyone's efforts and one party will respond in kind to the other (Blau, 2017). So, when the community feel disrespected and looked down upon, they are bound to react to the power dynamic. According to theory of reciprocity, they are likely respond in kind. This could explain the major uprising and violent eruptions that mines across South Africa have experienced. After addressing the legacy issues of mining, and embarking on engagement that is good quality, transparent and honest, the early stages of trust start to be established.

A major tenet for the establishing and maintenance of trust that is very important for the community sub-sample group is the propensity for the other social actors to deliver on commitments (referred to as promises) made with them. The community feel that they should be respected enough to not be lied to and told the truth, and when commitments made, delivery on that commitment is imperative by both government and the company. If this is done, the act of delivering on commitments will harbour collaboration and the parties will be one step closer to trust. Non-delivery of commitments has been the root cause of most of the service delivery protests, housing protests and well as protest against mines in South Africa. This once again takes the subject back to the theory of reciprocity, where the non-delivery of commitments causes major anguish to the community. This coupled

with the feelings of disrespect and no bargaining power, cause the community to respond in kind.

It was found that the very things, that would lead to the establishment and maintenance of trust, if done incorrectly or not done, would lead to trust being eroded.

6.4.3 Desire for a better Relationship

Although the current levels of trust are very low amongst all social actors, it emerged very strongly that for the long-lasting success of the independent goals of each actor was interdependent on the relationship improving. With multi-party stakeholders functioning in an eco-system, the diversity is a key enabler of co-creation (Pera et al., 2016). This multi-party diverse group are looking for ways to move beyond what is current.

Trust is vitally important for the multi-party relationship to work. The multi-party relationship is key for the concept of shared value to succeed. When it comes to establishing trust, transformational engagement, honesty, transparency and delivering on commitments are vital. Once trust is attained, this then leads to reciprocal interdependent exchange. The move from dependency to multi-party interdependency is key to achieve sustainability and lasting impacts. This is the fundamental goal of shared value.

All social actors have hope and a desire for this to be achieved.

7. CONCLUSION

7.1 Introduction

In chapter 6 the results of the research were discussed under each research question along with the relevant theory as well as literature. This chapter will now explain and summarize the principal findings of the research project as well make recommendations to business. The limitations of the research project are also explained as well as future research opportunities in this domain.

7.2 Principle Findings

There are 6 principle findings from the research. They are listed and discussed below.

7.2.1 The Barriers to Shared value present as segmented (Direct Barriers and Indirect Barriers)

The barriers to the concept of shared value have presented in a segmented manner with barrier posed by government and the company being direct, as in, a result of direct action or inaction. The indirect barriers are those that present by the culmination of historical context and legislation review of CSR throughout the South African democracy.

Indirect Barriers

The concept of shared value is unknown. In developing countries, CSR is significantly more than philanthropy. CSR in the South African context is legislated by government to mining houses in the form of the mining charter that was first introduced in 2004 and since then has been reviewed once. It is currently in its third review that began in 2017 (Heyns & Mostert, 2018). For mines to maintain their licence to operate, compliance to CSR as stipulated in the mining charter is imperative. Hence CSR in this context is informed by institutionalized policies (Visser & Tolhurst, 2017). This could explain why the concept of shared value is so misunderstood and the institutionalization of CSR poses as a major barrier to shared value.

A further indirect barrier to the concept of shared value is the legacy issues associated with mining in South Africa. South Africa's mining industry has played a major role in advancing

the exploitation of black people during apartheid as well as transforming the country post-apartheid (Wilson, 2001). Through the process of apartheid and thereafter the transition to democracy, major structural issues pertaining to the education and economic participation of the South Africa's majority population is still present. It presents as a crippled educational and health care system along with severe social issues and inequality. The structural problems (lack of good quality education, lack of health care facilities as well as unemployment) are one side of the effect of legacy issues. The other, not so obvious side is the deep seeded emotional concerns that affect as relationship barriers. There are strong feelings of distrust on part of the community.

Lastly, an indirect barrier emerged as uncommon agendas when it came to the goals of each social actor. Within the community itself there exists a hybrid structure of leadership consisting of both the tribal authority as well as democratically elected representatives known as the task team. In recent times the youth of community villages have repelled against traditional tribal authority and opted for a democratic system of representation (Kapelus, 2002). This hybrid community structure often represents conflicting opinions and itself represents a barrier. Further to this, the requirements of the government's Integrated Development Plan and that of the mining charters Social Labour Plan do not align. In the mining charter released in 2004, it was stipulated very clearly that all stakeholders (company, community as well as government) must be intimately involved in the development of the IDP. Subsequent revisions of the mining charter placed less emphasis on the IDP and hence the multi-stakeholder involvement (Heyns & Mostert, 2018). The current revision of the mining charter that is in draft asks for alignment between the mines SLP and local governments IDP. This could kick start the alignment that the community is so desperately asking for. Until that is completed, the misalignment poses a barrier.

The indirect barriers as explained above are what Kramer and Marc (2016) refer to as the eco-system. This is where societal conditions and limitations imposed by the government have resulted in barriers that area of a result of the culmination of these factors (Kramer & Pfitzer, 2016). To reshape the ecosystem, it is imperative for a shared vision and common agenda to be developed by all social actors.

Direct Barriers posed by Government

Barriers that exist as a direct result of government inaction are those associated with a lack of infrastructure and basic services like water and sanitation. Economic activity cannot

flourish without adequate infrastructure and basic services. Businesses in developing countries are face with this barrier more significantly than those in developed countries (Kapelus, 2002). It was also found that there is an expectation from all social actors, including the company, that the company must assist government to supply infrastructure and basic services. This would imply a capital investment in uplifting the community. Socially, this is a benefit to the community and helps maintain the reputation of the firm, but financially, the company will be unable to justify a return on investment in the form of a profit. This then directly contradicts the concept of shared value and is a barrier.

Shared value in the context of a developing country with large social issues, perhaps can exist as hybrid between the true definition of shared value and that of CSR. In this instance, although according to the definition of shared value, the company does not profit from infrastructure spend, the reputational benefit to its image in the eyes of the community and the government could hold it in good stead for the concept of shared value to succeed down the line.

Direct Barriers posed by the Company

Barriers that exist as a direct result of the company are based on the bargaining power of the company and its reign over the network. The current dynamic is one where the company owns all the power in the relationship and the community and government recognize and resents this. CSR perpetuates this dynamic (Rajak, 2011).

Further to this, although the company agreed that communities are key stakeholders, the management of communities in so far as key stakeholders are missing. In stakeholder theory, the stakeholders are instrumental and therefore should be managed strategically (Harrison & Freeman, 1999). Because communities across this mine appear to not be managed strategically, could confirm Porter et al (2011) view that CSR will never be considered part of strategy because it is an expense to the company. If the company is to explore shared value, it is imperative it starts to consider the communities as strategic partners.

7.2.2 The Relationship and Relational aspects are enablers to Shared Value

Enablers for the concept of shared value to be successfully explored all related around the relational aspects between the mine, community and government. This chimes well with literature where it has been found that donation of money on its own, is inadequate to gain

community acceptance and collaboration (Moffat & Zhang, 2014). Community involvement in social strategies as well as collaboration in practise are key enablers of shared value. This is what the concept of shared value fundamentally built on (Porter et al., 2011). It is also imperative that the relationship must migrate from dependence to interdependence (Erdiaw-Kwasie et al., 2017).

7.2.3 Impediments to Shared Value

The most appropriate practical operationalization of shared value emerged as “creating local clusters” which is the third guideline from Porter et al (2011) when explaining how shared value could be implemented. This could be to the institutionalized CSR impact, where social actors including the company cannot see redefining markets or productivity in supply chains as alternatives.

A major impediment with the operationalization of shared value in terms of enabling local clusters is the lack of transparency by the company to the community thereby prohibiting them from coming up with entrepreneurship opportunities. The process of transfer of skills to the community is also highlighted as a concern that is shared with government. All of the possible ways the concept of shared value could be operationalized revolve and are dependent on the mine, thus further placing the mine at the centre of the network. In a subsequent publications by Kramer and Marc (2016), it is acknowledged that the business can and should be central to the reshaping of the ecosystem and are essential to unlock the opportunities for real change (Kramer & Pfitzer, 2016).

Lastly, a major impediment to the operationalization of shared value is the lack of multi-party collaboration. The current levels of collaboration are low and hinder the relationship. This is primary related to a lack of engagement. It has been found that direct interaction of stakeholders creates the best opportunity for multi-party collaboration to occur (Tossavainen, 2013). With engagement being a barrier of note and lacking in both quality and quantity, this could explain the lack of multi-party collaboration. Also, with the unequal share of power where one party is power controlling due to resources (in this case the mine), it is imperative that the resource dependence phenomena be addressed. Ways to do this entail fairness and transparency (Tossavainen, 2013). These traits are also sought after by the community from the company and government.

7.2.4 Roles towards Shared Value are common amongst social actors

When exploring the role of each social actor to the operationalization of shared value, many co-distributions of roles were found. A role shared amongst all 3 social actors is multi-party collaboration which has emerged as the only role that all parties shared. This speaks to the all-round acknowledgment that the parties are mutually interdependent and if collaboration can be achieved, positive results for all parties can be attained.

As discussed earlier, the provision of infrastructure as well as basic services is a role that has emerged as shared between government and the company. This is the case for businesses in developing countries. One could argue that in the true definition of shared value, this is inappropriate as the company may struggle to describe a return on the investment made. However, as this is a developing country, the concept of shared value needs to be explored differently. The pillars of implementation in a first world country will not apply here as the research has shown. The ecosystem is complexed and the company must play a central role to reshape it (Kramer & Pfitzer, 2016).

A further shared role emerged between the company and the community where the company must provide skills transfer to the community and the community must be able to absorb this knowledge and use it for its advantage and economic upliftment. This termed knowledge absorption capacity (Campos-Climent & Sanchis-Palacio, 2017).

7.2.5 Relational Aspects important for Shared Value

The relational aspects that emerged as important for shared value are honesty, transparency, trust and engagement. For shared value to work, a diverse set of multi-party stakeholders need to co-create for the benefit of all. When considering what causes multi-party stakeholders to engage in co-creation, relationship motives, where co-creation is driven through partnerships and collaboration between the stakeholders, are one of three identified (Pera et al., 2016). For the relationship to work and for shared value to be successfully implemented, it is required that multi-party stakeholders (company, government and community) engage in co-creation for the benefit of all. To do this, honesty, transparency, trust and engagement are imperative relational aspects need.

The relational aspects identified are not mutually exclusive and associate with each other in an interrelated manner.

7.2.6 The importance of Trust

All social actors believe they are mutually interdependent on each other. For trust to be established, one of the conditions that must exist is interdependency (Rousseau et al., 1998). Although this condition is present, trust is lacking in totality. The other condition for trust to be established is risk (Rousseau et al., 1998). It could well be that the company and government do not feel at risk for loss from the community in any way. And the community feels very vulnerable to risk. This once again speaks to the power dynamics between the parties. If addressed, it will lead to true belief in interdependence which could lead to trust.

For trust to be established so shared value can be implemented, it is imperative that the company begin by addressing the legacy issues and attempting to reshape the eco-system. The company can and must play a central role in doing this (Kramer & Pfitzer, 2016) This role must also be shared by government.

Co-current to attempting to reshape the eco-system, trust can be established and sustained through frequent and quality engagement, practising honesty and transparency and delivering on commitments. If however, the above mentioned antecedents to trust establishment are deviated from during the relationship, this will erode trust and could eventually lead back to a state of total distrust.

7.3 Implications for Business

- Shared value could significantly impact social upliftment in a meaningful way. However, the concept cannot be implemented in the same framework that it has been in the examples and literature from Porter et al (2011). The shared value concept in South Africa in the context of this mine, can exist as a hybrid with CSR. Reasons for this pertain to the institutionalization of CSR and the expectation from all that companies will assist with governmental functions. Management should explore ways to merge their CSR endeavours with the underlying principles of shared value. That way, they can comply to legislation, but also give all parties a real chance of becoming sustainable interdependently.
- Despite comprehensive social labour plans, mining communities are still living in very poor socio-economic conditions. Business could challenge the impact of the social provisions in the legislation during the mining charter review. If shared value

is introduced and discussed in this forum, it will be presented as a real option to the current CSR initiatives that are largely ineffective.

- Mining companies should also be aware and conscious of the historical legacy of mining and the impact and contribution this makes to the eco-system. This effect directly impacts perceptions and attitudes and if these perceptions remain uncovered and unaddressed, it could destroy the relationship to the extent that it becomes non-existent. This would lead to total anarchy which would cause major clashes.
- By understanding the barriers and enablers of shared value, business could actively work on eradicating barriers and creating enablers. Many of the barriers are relational in nature and will not disappear with time. It requires a targeted, concerted design to create the relational aspects found in this research to be important to all stakeholders. In doing so, it would enable the concept to be explored in a more practical way.

7.4 Implications for Government

- Government must consider the negative effects of CSR and the institutionalization of the concept that poses a major barrier to sustainability in the form of shared value.
- Government must consider that they are equally held in poor light by communities for the non-delivery of infrastructure and basic services.
- Government should consider using its role for collaborating with companies to align Social Labour Plans and the Integrated Development Plan so as to allow the community to gain basic needs and infrastructure which is a catalyst for and pre-requisite to, economic activity.
- Government should consider creating a tri-partite alliance with the company and community to align agendas and work towards common goals. With the authority it holds, government are perfectly poised to use its stature for the benefit of the eco-system.

7.5 Implications for Community

- Communities should consider campaigning through their political leaders and tribal representatives, the agenda of alignment between government and company specifically when related to the basic services and infrastructure needs it has. It should use existing structures of leadership available to push its needs to the forefront.
- Communities should consider placing urgently on the agenda for discussion the need for transparency from the mine, on its internal processes of mining. In this way, with adequate knowledge of the process, communities could embrace their desires and abilities and provide procurement and services to the company. This could provide sustainable relief from the poor socio-economic conditions it finds itself in.

7.6 Limitations of the Research

The findings of this research cannot be generalized. The research was conducted over a platinum mine. The social actors were specific to the mine in question, its surrounding communities and the local and provisional government applicable in the area. The results cannot be generalized for all mines in general and all mines in the country.

The issues that South Africa are faced with are unique to South Africa, and the results obtained cannot be generalized to global mines in a different contextual environment. Factors that affect the eco-system are found to be very important through this research, hence it should be remembered that different eco-systems will have different factors that affect it.

The relationship between all social actors have emerged as complexed. In this setting, a positivist approach, where quantitative analysis is used, would be better able to explore the hierarchy of relational aspects, which could assist in fundamentally understanding them better. As relationships have been found to be so key to the implementation of shared value, if the relational aspects could be better understood, it would enable the concept of shared value to be more positively explored.

7.7 Suggestions for Future Research

- The study should be repeated to determine if the results are similar on other ecosystems, in other words, try to determine if the eco-system uncovered in this research is in fact indicative of the general eco-system in South Africa. Understanding what the barriers and enablers of shared value are, what relational aspects are important and how the concept could be operationalized in this context (South Africa) would be fundamental to successfully implement the concept of shared value.
- The study was a cross sectional piece on how the concept of shared value could be explored through multi-party collaboration. Some deep insights into the relational barriers were uncovered like a lack of transparency and engagement. Future research work could expand on this and try to understand the root cause. . It could also look at ways to overcome these barriers and then embark on a longitudinal study to check the effectiveness of the proposed solutions.
- Despite elaborate CSR legislation, South Africa is still plagued with deep social issues. Future work on understanding why this is the case, could assist with making shared value a real alternative. It could also ensure that when shared value is implemented, it has a better chance of succeeding

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9. APPENDICES

9.1 Consistency Matrix

Research Questions	Literature Review	Data Collection Tools	Analysis technique
What are the enablers and barriers for the concept of shared value to work?	Porter et al (2011); Lawson& Bentil (2014); Kapelus (2002); Von Leil (2016)	Questions 1,2,4,9,12 & 13	Thematic Analysis on open ended questions to determine themes and sub-themes of enablers and barriers
What are the current and potential future impediments to the operationalization of shared value?	Harrison & Freeman (1999); Blau 2017	Questions 3,5-8 & 14	Content and thematic anaysis on open ended questions to identify obstacles
What are the critical success and risk factors for trust to be established and maintained between all parties?	Rousseau et al (1998); Bowen et al (2010); Stirling et al (2016)	Questions 10 & 11	Content and thematic analysis to identify success and risk factors to trust

9.2 Additional Quotes

Table 6: Additional Quotes

INSTITUTIONALIZATION OF CSR
No understanding of concept
"No"
"I have never heard about that concept maybe you can explain to me?"
"Mmm, are you talking about the community, the share of the community and the mine?"
"Shared value according to my understanding I think it's what the mine got they must share with the communities, what they mine there at the down they must also commit a benefit on that."
Shared Benefits of Mining
"A shared value is the mutual beneficiation of the community, I mean the oldest they called us, the mine, the community they are working on – I mean they're working at – ja, and that is it."
The community must benefit in as much as the mine must benefit from the community"
"Okay, so shared value, the concept is there is value for the company operating here and there is value for the community around us being here."
"There are a number of variables involved in that, it is about the money, it's about all the stuff that we cannot say, and all that. So, it is about also everybody putting sweat into that relationship. That's how I see it."
"Shared value for me it means how the communities and the mine will kind of benefit from the mine activities of our operation."

LEGACY OF MINING
Bad Image of Mining
"What is standing in our way currently there are one historical resettlement legacy issues"
"And you need a shift of mind set from the top brass within the industry – and unless and until you are able to get it right there, these problems will become perennial, they will become permanent features of the mining industry in general." "What is standing in our way currently there are one historical resettlement legacy issues"
"Legacy issues to an extent as well. We still have generations within corporates that is not chasing shared value; it is just about the income statement."
"I think first we need to change the image that communities have on mining."
"Because of our political history, you know where we are coming from on the issues of land, you know apartheid also had to certain extent contributed to the mistrust that communities have on the mine."
"And during apartheid for example they were seen as just capitalists who are there to take the minerals from the land and take them elsewhere."
Perception of poor relationship
"Not at that stage, there will always be this and that, because you understand the community has a way how they see things, they want them to be the way how they think; and the mine as well they have their own principles, they have their guiding dogmas, they have policies on how things should be done"
"Yes that's why you always have in mining towns you always sporadic protests, you've got you know the communities are not at all times taken into confidence by mines in terms of their inaudible in terms of their life spend, if you ask me, I will ask a community member, what is the next mining operation in their area and they don't know. To give you an example twenty years back when Mapela was relocated by the mine to Stillwater no one knew how many villages were going to be relocated twenty years later, now you had Ga-Chaba so you don't know, the communities don't know how the concentrations of the deposits that are there so that even as communities they can then plan and foster a collaboration, yes."
"Ja, the community feels like the mine is not doing anything for them."
Ag I think for now it needs some kind of improvement
I think at this moment the relationship is not yet good
"I am saying that because there is no cooperation between us and the mine, especially from the community, we need to forge to be one thing."
"There is no relationship"
Ja our community is still poor and the mine has been here for more than twenty years, yes there is no transformation, like our community is not transformed.
" Look, I think one cannot say that it's fine, because from where I'm sitting I think there is a whole... there are actually gaps that must be filled and I think it is only the government that can assist that."
"No, there's quite a bit of social tension, from the community side."
"It's not at the level at which as government we can expect it to be. I think the role of the community in the mines is still at a low level. Communities are in most instances only involved when mines want to implement their SLP's"
"If I see the mine burning and it's on a Sunday and I'm not at work, I won't even look at it."
"At all costs, at times mines were known to be buying key leaders in the community to silence them on advocating what they believe is rightfully belonging to the community and that is what is causing problems, that is when you see houses of leaders being burned because people know they have sold them out..."

BARRIERS TO SHARED VALUE
Government Services Lacking
"The education levels are quite low, the general understanding of mining is academically at high level."
"The bulk of the projects for IDP are still standing without a financial assistance, ne? Because the municipality will forever say 'no budget' but they plan those projects."
"One of the challenging thing that affects us is that we have poor levels of education."
"Our education system, it is because if we cannot encourage our young people or our children to do both Maths and Science then we are lost because you cannot use biblical study in order to improve yourself, it can be important somewhere but you cannot use it in order to grow economically."
"I think you and me should agree that it is a rural area and obviously there will always be issues with basic services that would include to infrastructure."
"The other thing which is very critical which we normally overlook is the service delivery backlog which the municipality's which the municipalities are not able to deliver on what they have been established to deliver and as a result of that all the communities look at us for everything, for example when we look at the issues around service delivery, grading of roads, water, everything comes to the mine"
"An investor doesn't want to feel an inconvenience for him to be buried in development, the road infrastructure, other basic services, water, a very reliable supplier of clean water, electricity, over and above all the issue of stability and security. Mapela needs this."
"Infrastructure is definitely one aspect and there are a lot of role players there of which the mine is one, the municipality is one"
"So now, and more and more across the globe, the communities are looking towards successful companies because that is the only success they know; governments across the globe are failing communities."
"The service delivery backlog which the municipality's which the municipalities are not able to deliver on what they have been established to deliver and as a result of that all the communities look at us for everything, for example when we look at the issues around service delivery, grading of roads, water, everything comes to the mine, so the manner in which we deal with community demands we have made ourselves this mini government which sometimes discredits the local government and at the end of the day the local government is not able to claim its space and as a result of that there is a friction between us and the government, the local government, there is also friction between us and the communities and there is a friction between us, the community and government."

BARRIERS TO SHARED VALUE continued...	
Uncommon Agendas	
"You see in the community we have various structures, we do have business forums. Now here comes the challenge, is that we are talking about the same communities here, but you'll find that each and every village want to establish its own business forum."	
"You'll find that each and every village want to establish its own business forum. So that is where now starts the problem. It's a barrier because if you have one business forum that is representing all the communities, you achieve things quicker."	
"Exactly. Now you have got a situation where you normally find that there is a rift between the traditional leadership and the councillorship."	
"Now the mine does not know what the community expects of them. The community also does not know what the mine expects of it. Now you've got that space that is not occupied, and that can be done through social facilitation."	
"The problem between municipalities and corporates is that they do not align their individual development programmes."	
"They don't align those. Now the government thinks of building a school somewhere, corporate thinks of building a school – in the same area – now there comes a commission. Now, you don't see that shared value because now the government does their own things, and the corporate does their own things. Now ordinarily it should be before the municipality can go and do an IDP they meet with the mine and say to the mine 'this is what we want to do, how then do you want to assist us in this financial year?'"	
"One plan, align as if you're two programmes. I mean we have programmes here, but align them! So that at the end of the day people can see the value of your collaboration. But once you don't do that, you won't be able to realise it."	
Company Management of Relationship	
"Yes, some days they involve us in other things they don't"	
"But when they go to communities they don't implement the way they have agreed."	
"I would like to believe that we are transparent, but not enough, because we have newsletters ne, but they can only reach a certain portion of the community, those who can read. Those who cannot read and write who are being left behind, or those maybe who are disadvantaged maybe by physical disabilities – we are leaving them behind – we call those people the vulnerable groups. So we must prove in methods of engagement on how we can reach out to them. And another thing, our newsletter is written in Sepedi and English, but still, when you go to your community structures, your meetings, we still find a pile sitting there and people not taking it."	
"The mine is not transparent it's supposed to show the community thirty days after it has been published or how can I put this, approved but they are not doing that, they keep them to themselves, at the end of the day they don't even implement what is in the SLP"	
"Firstly you must deal with perception because there are real issues and perception because you can find that there is this perception to say that the mine is not contributing to anything what the community is doing or the mine is undermining the community, that is the perception."	

SOCIAL SUSTAINABILITY NOT STRATEGIC	
Community is a key Stakeholder	
"The mine is succeeding because the community is one of the resources they are using here."	
"They are key stakeholders because they are, you know the mine is in their area, so hence they are key stakeholders."	
"Yes the community is the key to the mine success"	
"I can say if you look ten years back, if you asked me that question ten years back I would say.... I won't give you a 'yes' answer. But now I can firmly say 'yes' because of the realisation that without communities we cannot mine."	
"From a theoretical perspective, yes, they are. We see it operating on a daily basis not so much."	
"A community is a very important stake holder actually; the mine cannot exist outside of the community"	
Communities as Strategy Lacking	
"Ja, when I'm saying I'm not sure is that when they work out their strategies are they really taking communities at the helm where they are saying 'let the community be your focus' – or they are now taking community on board simply because there is a social labour plan."	
"I think from their side they think they are the key strategy but when they go to communities they don't implement the way they have agreed."	
"I think the appetite to make maximum profit by the company"	
"Eish, I don't know. They doing it but not straight"	
"No, no, I think a lot of work still have to be done."	
"No, the mine doesn't do that, hence I said there is no transformation, our expect was when the mine come to mine in our land, the community will be transformed but still after twenty three years there is no transformation."	
"Look they should be, but like I indicated I don't think they're playing the role they should be playing."	
"Well I ... I don't think so. They might be, but not to a large extent I suppose, because if indeed they were taking cognisance of the challenges and expectations of communities, I don't think we should be having all these difficulties. "	
"It is not intentionally applied, it is a 'by the way' kind of..."	

INTERDEPENDENCE AS AN ENABLER	
Consideration of all parties	
	"And there is no way the mines can do things for the villages without... they can't do anything for the community without the community"
	"And it makes things easy also for the mine to implement their social and labour plan, because whatever they will be implementing in the villages, it will be what the community says 'these are the needs'"
	"Instead of going there and you say 'this is the community hall we are building for you' only to find that they need water."
	"So hence I'm saying education, let us have programmes that involves the community directly – and we can do that."
	"You must try and engage right down to people on the lowest level."
	"We need to be open in our engagement with the communities, we need to be fair in terms of the decisions we take in dealing with the communities, it might be whichever service we are providing into the communities, we must be in a position to account that makes us to arrive at certain decisions..."
	"I guess there also needs to be consideration for I think the input from each stakeholder and there is massive intelligence in the villages you know."
	"Open mindedness I think, the preparedness to you know go with other cultures and just sit and listen."
	"The municipality, AAP and the communities not finding each other."
Collaborative effort from all	
	"So through social facilitation, independent social facilitation, people can open up, to say 'look, this is what we want from the mine or this is what we expect from the mine – and the mine can also say the same thing."
	"I think collaboration, engagement."
	"So it is all an inclusive, collaborative approach and opening up you know, to our communities, so that they understand what we are all about."
	"I think the mine should engage with the other stakeholders, the municipality and such things. Not that they should take the sole responsibility of making sure that all this they are achievable, just to help them identify the needs of the community because that's only through the municipality, because those are the people that know better about that thing. The mine should not assume to know better than the people who are here."
	"It should not be the mine only that should look at the responsibility, as I've said before, it should come not at the expense of the mine but it should come as a strategy for mutual beneficiation."

SHARED VALUE IMPLEMENTATION	
Entrepreneurship by Community to Mine	
	"And once they know what's happening in the mine they are able to identify business opportunities."
	"Hence I'm saying there are ways, but the problem is you've got those communities that are not educated, you've got a community that doesn't understand how the mine works, you have got an opportunity that does not even know the opportunities within the mine."
	"And one of the things that the community was fighting for was to say 'let us have the local entrepreneurs being part of what is happening'."
	"But if they are entrepreneurs in the communities that developed, you know they may not be having the expertise to do certain things that are required in the mine, but they can still be absorbed with the bigger companies that are in the mine."
Skills Development/Transfer	
	"Yes then the mine, it's one of the responsibilities of the mine to train our community so that they will be able to, I mean it is not anyone that can come and work in the mine but if maybe they can provide with the training so that our people can be able to do things on their own, like maybe if maybe they offer a training that they can make overalls and boots, then they will be able to maintain themselves and then on the other end provide for the mine."
	"If maybe the mine can, hence I said if maybe the mine can provide trainings for our community so that they will be able to provide for themselves."
	"I think in the near time what needs to happen is there needs to be a transfer of skills and an upliftment of the capacity and capability of people coming out of the communities to compete for the roles that we have available, where most of the value lies."
	"They can offer assistance in refining the skills of the community."
Multi-Party Collaboration	
	"In it, inherent is collaboration, and for me as I'm saying, it's a system that must not escape our attention. It must not fall by the cracks. We've got to strive at all costs to advance towards its achievement, and that will promote the collaboration and the collective work, working together, and with working together we can do more."
	"The other option of doing that is to get the very same suppliers or service providers to the mines who are from outside to come and identify local emerging businesses to partner with them so that they can transfer skills."
	"We should work together."
	"It should not be the mine only that should look at the responsibility, as I've said before, it should come not at the expense of the mine but it should come as a strategy for mutual beneficiation."
	"I think so, because if our municipality and other stakeholders can come together, because if you look at it, the mine is carrying the bulk of the expenditures, of the work that is happening in the community, and if all the sectors can come through, and everyone knows that for this mine to operate for the next 100 years, I need to do this, I need to do that. Other than that, this mine is going to collapse."

MULTI-PARTY ROLES TOWARDS SHARED VALUE
Community role towards Shared Value
"So our communities must really serve as ambassadors, once our relationship is nice and stable, they must have ambassadors for good quality education; by so doing we will see a lot of our community members being able to do business with the mine – either by being employees and know it is a little percentage, but mostly through procurement."
"The communities role is to have their own companies for these skills projects, the demographics in terms of your unemployment and various programs that the community can identify to say these are the group of people."
"Entrepreneurship opportunities - identify certain things that as the community they can assist with."
"Them taking on responsibility to not sit and wait but to actively go out there and look for opportunities and market themselves as well."
"The community's role, it will be to engage with the mine if they have something, any proposal, they mustn't be afraid to approach the mine and present their proposal and also to ask the mine to assist in improving whatever they propose also again also to assist them to achieve other things that they did not propose."
"I think the first thing which needs to happen is that they need to prepare a crop of future leaders, taking the current generation of young people to school so that they can learn."
"So first and foremost for me, is to build the necessary capacity within communities, but more central to that, would be the organisation of those communities so that they can be able to seize these opportunities, they can be able to participate at the very... not necessarily a high level, but at an informed pace, and they are not just becoming spectators of the process."
"That our people have not been exposed to this thing of independent thinking; they're waiting for someone to say 'these are the opportunities, come and put your tender on that'. I mean gone should be the time when we're waiting for the tender to come."

MULTI-PARTY ROLES TOWARDS SHARED VALUE continued...
Company role towards Shared Value
"So you see what I'm saying is that our public relations is actually found lacking in most of the case."
"You need to manage public perceptions."
"And you need a very, very efficient public relations to do that, because there will always be perceptions about you – how then do you deal with that, how then do you respond to public perceptions so that you are able to earn trust."
"I think first we need to change the image that communities have on mining."
"But firstly you must deal with perception because there are real issues and perception because you can find that there is this perception to say that the mine is not contributing to anything what the community is doing or the mine is undermining the community, that is the perception."
"Support, I would say just to give support to our local entrepreneurs."
"So to a certain extent they have got to really help, not only with that but even including basic infrastructure in communities; they must build schools, which is very important – not just go there to paint old schools and refurbish, but provide modern schooling facilities so that kids can get education under modern environment."
"Well for the company to make an existence as we do at Mogalakwena from a local municipality perspective - we are taking more and more duties on from the municipality side - we will have to continue doing that, and that will have to grow into a provincial and ultimately a national level as well."
"They should be transparent but transparency we will also understand you know, that there are some of the things that they cannot divulge to the community".
"There must be more transparency to the community, more especially with the information in as far as business is concerned. I think that's where the community can benefit."
"If you can be transparent, if you can be honest, honesty and transparency and also the implementation."
"I think in the near time what needs to happen is there needs to be a transfer of skills and an upliftment of the capacity and capability of people coming out of the communities to compete for the roles that we have available, where most of the value lies."
"They have got to work with government, where government might not be able to have enough resources I think they must be able to you know, compliment government's resources."
"So I think private sector have to compliment government where resources are not enough. So they can't just sit back."

MULTI-PARTY ROLES TOWARDS SHARED VALUE continued...
Government role towards Shared Value
"Well I think government needs to stop or reduce being a police... you know, just focusing on and policing whether the mines are doing stuff. I think they need to be pro and play an active role and help us resolve big conflict in the communities, they need to provide policy advice and learnings and teach communities how policy functions and what is the social and labour plan – those are the questions we keep on debating with community when we are not supposed to."
"So you need a strong local leadership, so at the end of the day, the organisation, the capacity, the leadership of that community, must be lifted – and whose role is that? It's not for business, it's us as government. Government must go in."
"So government must provide the mechanisms, the necessary support, it must make sure that it organises communities, it must provide the overall policy parameters within which a lot of these issues will have to be based."
"And if that can also, from the government point of view, just be clarified so that we as the mine can see how they support more operations, and they just talk one language you know? I think that will also help."
"We are trying to strengthen the governance of the municipality, how to manage the funds, how to govern the municipality itself. So that program is aimed at making the municipality to be more sustainable and as well as to be able to deliver on what is mandated for the government to deliver on."
"Well government through our LED section, they must play that role of creating the opportunities for the community with the assistance of the mine through their SLP's and those sorts of things, government should be the facilitator because I mean we are responsible for the communities so I think we should be the facilitator in this whole process."
"The responsibility of government actually local government is to create a framework for local economic development and social development to take place or improvement to take place or to be taken into society."
"The government I should say they should play referee."
"But with regard to the mine, when I say they should then play a role like a referee is that they are regulations, mining regulations, that they should be the ones who are supposed to be monitoring."
"Also monitoring the social and labour plans for the mine, to say if they have said within these five years we will do 1,2,3 – is this happening? And if it's not happening what are the challenges? "
"One plan, align as if you're two programmes. I mean we have programmes here, but align them! So that at the end of the day people can see the value of your collaboration. But once you don't do that, you won't be able to realise it."
"To support both the companies and the communities. And also come in as a player in terms of understanding also what is the impact of their loss, in terms of growing the shared value."
"But government must provide appropriate and meaningful infrastructure support in terms of roles, where possible, we must tar the roads so that transportation to and from the mines to the areas of distribution becomes easier."

HONESTY, TRANSPARENCY, TRUST & ENGAGEMENT
Relational aspects important for shared value
"If maybe the mine can make sure that they do things that they promise the community so that they can trust them."
"Openness and transparency actually various crucial dynamics which underpin good governance and accountability, integrity, all those great concepts of good governance so from time to time when we engage with those communities those must reflect and the communities will then begin to trust us and there will be good working relationships."
"I think honesty and understanding and transparency."
"I think in the first place, the issue of consultation is important."
"If maybe the mine can make sure that they do things that they promise the community so that they can trust them."
"It's when the mine complies, they just have to be honest, if community asks for something if they don't have it, then they just have to be honest and say we don't have that kind of things, but we can help on this one."
"The mine can't know if they don't engage to the community, they will never know what the community want."
"The quality of the engagements and the number."
"When you have one objective you trust each other."
"And in this case what I'm saying is if all these stakeholders know that whatever they're fighting against is one – if they are fighting against poverty."
"Honesty, and transparency and procedural fairness."

IMPORTANCE OF TRUST	
Establishing and maintaining trust	
"Trust can only be established if firstly we are open and honest in the decisions which we make, secondly we honour our commitments, our promises."	
"It is very much important to build trust."	
"Look, it goes back to the answer of mutual engagement, I mean the constant engagement. People gain in confidence when they see you are selfless, sharing the information with them."	
"I think to trust one another we must not take a long time to meet, we must talk."	
"Constant engagement with all the stakeholders."	
"You can't earn trust if you're not reaching out to the people."	
"You can't be honest with each other if you're not engaging."	
"First there needs to be a relationship that is based on transparent engagement."	
"But ultimately, I think there is a human sort of humanity there, at the bottom you know, where people can say 'Hey listen, we actually in this together'. And an acknowledgement of how it was done in the past and that maybe that was wrong, apology accounts for a lot in these communities, and then to actually continue to do things differently together."	
"But also, listen to what the communities want us to do for me, because it's kind of must be a top down approach that we always go to them and say 'we're going to build ...' – no! It must be a bottom up approach where the community tells us as government that this is what we want."	
"The same applies to a corporate. They also need to go down to the communities, ask what the communities want, and tell what they are thinking about – those communities. So that they are able to have alignment of expectations. So what happens, there will be honesty, there will be transparency and you also deal with those perceptions where there will be individuals mushrooming within communities and claiming that we're not doing anything for them because everybody in the community will be knowing that next year the mine will come and build a school, the government will come and do a road, and all those particular things. So you are denying those opportunists and opportunity to rise up and agitate the community and all that."	
"The other part is ... trust hey... the other part is when I have made a mistake, kind of similar with that, when I have made a mistake you know, I come to you and apologise – 'this is what happened' – and I apologise."	
"Yes, I think trust is earned over time. First there needs to be a relationship that is based on transparent engagement."	
"I would rather have an answer; if it's no let it be no at the time. You don't have to take time to tell me..."	
"From a government point of view, we need to do what we said we would do. One of the things we said we'll do is we would always report back to our communities. We will hold community meetings where we brief our people about what we are doing or what we are intending to do as government."	
"Better quality engagement. Because if you meet frequently you can meet frequently for the sake of meeting, but if it is better, improved quality engagement, in that you will have actions that have to be tracked and they will be implemented, but if you just meeting for the sake of meeting frequently and you don't have anything tangible to put on the table then you're not going to get anywhere."	
"Engagement, transparency, sharing and then have a combined future which we work towards."	

IMPORTANCE OF TRUST continued...
Causes of distrust
"I think from apartheid that has made us not to trust especially not the people from the mine. So for us to trust they mine, they must show us they mean business, they must talk to us."
"A whole lot of things. Look, the same things – not talking, not engaging, not being honest with each other, not being transparent which is... but also, you need to understand Ashina that you're talking of people with different backgrounds."
"And not being honest. It is not always possible to share a good news story, people appreciate it much more even though you share a bad news story, but it is that is the truth and that is how it pans out, then you build a lot more goodwill".
"Not honouring your commitments, not being transparent about what you are doing, even when nobody's looking, you know that culture."
"Lying to people and pointing fingers at people."
"We agree on your plan and say the mine will do different things; down the line nothing happens. That erodes trust. It erodes trust between the mine and government as well."
"But even though I believe by sitting around the table, but we still have to do more on that because sometimes you don't promise and fail to fulfil – that's were the problem is."
"As long as they keep on promising things and then not delivering, the community will never trust the mine."
"If they are honest and then they deliver, then the community will have trust but since they don't do things that they promise like for instance they are supposed to show people the SLP, what is entitled in the SLP but most of the people we don't know anything about the SLP."
"If you don't keep your promises obviously people will not trust you. Rather don't make those promises – at all."
"I have seen over the years that there will be agreements between communities and mining operations, but those agreements are not even worth the paper they are written on. And that has created that distance and that mistrust between the mines, the government and the communities."
"Not walking the talk."
"If you are not delivering and you are not giving whatever you are promising, that will definitely create distrust."
"What can break the trust is when 1) we don't want to work with each other or we look down upon the other. In this case you will understand that when we come together we come together but we don't have the same strength."
"And you are from the community, you don't have money, and you're looked down upon. You know, your view is not taken simply because you're not bringing like money on the table. You know, it is like you are seen as if alone you cannot make it therefore you are here because you depend on others. It destroys the trust that."
"Treat people equally, don't try to be a superstar."

DESIRE FOR A BETTER RELATIONSHIP
Hopeful
"There is nothing impossible if everyone is committed to it."
"It could be a reality, if we implement the proposals that I gave you – the trust, the consultation, the capacit."
"Look it can be, but where we are now there is a lot of ground to be covered. There are a lot of things that we did that we need to undo them."
"Yes. If all the enablers are there, if structurally on a national basis these barriers are removed, I think it is something we can experience in our lifetime."
"Ja, it has got to. it is the only way we are going to sustain our own future and for society as well. and for us to be successful, society needs to be successful as well – not us that is swiping the clock, we will never be successful if society is not successful."
"I hope so, I do have great hope, but I wonder too you know."
"Nothing is impossible, if one has the courage and the willingness by government to understand their role, to drive it."
"Yes, if all of us are committed, both government, the company and the community, I know the community might put some community men but it is up to government and the company to do the same."

9.3 Research Schedule

1. What is the relationship between the Mine and the community?
2. Are communities' key stakeholders?
3. Do you think community engagement and management is core to company strategy?
How?
4. What is your understanding of Shared Value?
5. How could the concept be applied on this mine and community?
6. What do you think would be the community's role towards shared value?
7. What do you think would be the government's role towards shared value?
8. What do you think would be the company's role towards shared value?
9. What relational aspects do you think are important for the concept of shared value to work?
10. How can trust be established between parties?
11. What would cause distrust in the relationship?
12. What are barriers to the concept of shared value?
13. What are the enablers to the concept of shared value?
14. Do you think shared value could become a reality and be implemented here?