The Effects of CSR External and Internal Drivers on Manager Motivation and Stakeholder Relationships – Exploring the Pathways Toward Creating Shared Value

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Abstract

The economic role of mining in South Africa dates back to the 1800s when coal, diamonds and gold were discovered, and platinum later in 1924, with mining having played a pivotal role in the socio-economic evolution of South Africa. Noting the history of apartheid and a plethora of other challenges, the mining industry has little to show in terms of transforming the industry and creating economic and social value for the host communities. Corporate Social Responsibility policies were introduced in an effort to link economic benefits to social benefits, thus creating win-win outcomes for all stakeholders. Despite these efforts, the stakeholders are of the view that the mines are not doing enough, hence the social capital with the surrounding communities remains low.

The purpose of this research was to explore the effects that internal and external drivers of CSR have on mine management motivations for the choice of CSR projects and how these choices are interpreted by the primary stakeholders. Further, the study also explored the antecedents to the operationalisation of Creating Shared Value in the context of South African mining companies and their surrounding communities, having an appreciation of what the sources of conflict are. The study found that management motivation and organisational strategies are influenced by both the internal and external driver, with varying degrees depending on the senior executive priorities. The primary stakeholders and mine management are in conflict and the current relationships are non-value creating and collaboration is non-existent. Moreover, the study also showed that though there is conflict and the perception is negative, there are steps that can be taken to address the relational issues identified.

As a contribution to the building of CSR-CSV transitioning theory, a conceptual framework was presented, covering the importance of sensing the environment to aid the development of context relevant strategies. The framework further highlights the transitional elements that strategists can use to develop value creating relationships with their legitimate primary stakeholders. Emphasis is given to engagement, collaboration and feedback as key elements to building value creating relationships, which in turn aid the creation of shared value and sustainability of business and communities.

Key Words

Corporate social responsibility, creating shared value, stakeholder theory, agency theory

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.

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Chapter 1: Introduction to Research Problem

1.1 Introduction

The purpose of the study was to explore the external motivation drivers for the choices of Corporate Social Responsibility (CSR) projects that mining companies make, in light of the challenges that these businesses face. This is done by exploring whether CSR is indeed compliance or commitment driven. The study explores the context where mining companies operate; noting the South African legislative landscape, issues of policy uncertainty and the volatile commodity prices. The study explores the mine management motivation, in light of the negative feedback and backlash that the industry is receiving from the host communities; evidenced by the growing number of protest action incidents in the mining towns and communities.

Knowledge gained from this study will assist the mining industry in developing economies to design projects that yield more tangible benefits, economically and socially for their surrounding communities. The study outcomes will further contribute to the CSR body of knowledge and begin to define antecedents for the implementation of sustainable communities and businesses, in line with the concept of Creating Shared Value (CSV). Contrary to the contemporary theory views where CSV and CSR are put across as an either or, the study intends to define pathways that can be used to achieve CSV through CSR. Building context prior to stating the problem is key in establishing understanding of the history and the underlying dynamic challenges that developing economies like South Africa face. The section is then concluded by outlining the key purpose of the study.

1.2 The Economic and Social Role of the Mining Industry in South Africa

The economic role of mining in South Africa dates back to the 1800s when coal, diamonds and gold were discovered, and platinum later in 1924. It can be argued that mining has had a pivotal role in the socio-economic evolution of South Africa. The South African economy developed over the past hundred years on the basis of mining and agriculture, with mining profoundly influencing the spatial patterns of economic development, human settlement and infrastructure (Netshitenzhe, 2019). It can be deduced that the mining industry, therefore, drove and continues to drive a number of forward and backward linkages in the economy, thus contributing

significantly to the Gross Domestic Product (Netshitenzhe, 2019). Similar to other resource-dependent developing economies, South Africa has relied heavily on mining for employment, skills development and community infrastructure development. Moreover, the South African government also benefits in a form of royalties and taxes.

Despite the significance mining has in the economy, the industry has been challenged over the years, with some commentators citing the industry as a sunset industry (Netshitenzhe, 2019). The industry has had and continues to be challenged by issues of volatile commodity prices, labour disputes, community interference, rising wages with declining productivity, policy uncertainty, rapid pace of technology and increased counts of illegal mining.

A study conducted by the World Economic Forum (WEF) highlighted that the mining industry is accustomed to volatility as a result of fluctuating commodity prices (Bartels et al., 2014). Mine operators are faced with high volatility on commodity prices, while there is a growing demand for greater returns on investment and leaner operations from shareholders. This growing pressure is at the backdrop of an increasingly diverse group of stakeholders who have varying expectations from the mining companies.

1.3   The South African Legislative Landscape

At the dawn of the democratic state formation in 1996, South Africa adopted the Constitution of the Republic as the supreme law of the land. The Constitution acknowledged the injustices suffered in the apartheid years, pledging to heal divisions of the past and improve the quality of life for all citizens. In 2002, recognising the slow progress in redressing the issues of inequality, Parliament passed the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) aimed at promoting access to the mineral wealth of the country to the Historically Disadvantaged South Africans (HDSA) so that all citizens can benefit from the exploitation of the country's minerals.

The MPRDA was that the minerals and petroleum resources in South Africa belong to the nation and the state is only the custodian thereof (Netshitenzhe, 2019). The main objectives of the MPRDA are to promote employment and advance social and

economic welfare, as well as ensure that holders of mining and production rights contribute towards the socio-economic development of the areas in which they are operating.

In 2004, the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry ("the Charter") came into effect. The Charter was also introduced hoping that it can contribute towards the reversal of black workers' exploitation, the inhumane living conditions of the miners at the hostels away from their families and the adverse conditions within the host communities and surrounding labour sending areas. The hopes of both the MPRDA and the Charter have turned to despair, with the Department of Mineral Resources failing at least three times to address the egregious shortcomings of the Charter (Gqubule, 2019). The failures form part of the vast number of reasons why there has been a noticeable negative shift in the relations between the mining companies and the host communities (Gqubule, 2019).

Using these legislative requirements, the government has created a basis for issuing mining companies licences to operate. Despite the government's deliberate efforts into tightening conditions to obtain a licence to operate, conflict is still rife between mining companies and communities in South Africa (Matebesi & Marais, 2018). The phenomenon is a global challenge as noted by the rise of community conflict across the world (Hodge, 2014; Payen, Basset-Mens, & Perret, 2015; Ranängen & Zobel, 2014).

There has been an ever-changing social contract between modern corporations and the complex societies where business operates, wherein quality of life and sustainable lifestyles are expected by individuals and groups who lay claims to their stake in the business (Buchholtz & Carroll, 2018). It comes as no surprise, therefore, that the Social Conflict Africa Database (SCAD) ranks South Africa amongst countries with the highest number of protests by communities (Lancaster, 2018).

1.4   Beyond Legislation – Practical Issues on the Ground

Societal expectations are that the primary focus of mining is not only the creation of wealth but should also play a contributory role to social welfare (Cawood & Oshokoya, 2013; Gqubule, 2019). In the absence of social welfare and the benefits,

there is an emergence of conflict between the host community and the mine operators. Similar sentiments also stem from the Sustainable Development Goals (SDGs) released by the United Nations (UN), where there is a clear call for the private sector to partner up with the public sector, often referred to as Private-Public Partnerships (United Nations, 2015). These multi-stakeholder partnerships that SDG 17 makes reference to, pose a challenge to mining companies to provide social and environmental sustainability while creating economic benefits for the shareholders and other stakeholders. In recognition of this pressure, the mining industry adopted the global standards and policies of CSR, in an effort to link economic benefits to social benefits, thus creating win-win outcomes for all stakeholders (Frederiksen, 2018).

While the legislation lays a foundation for mining companies to operate sustainably, the reality on the ground proves to be far different from expectation. Some scholars studying the subject of mining and community CSR in Africa assert that the mostly impacted group are the communities where the mining companies operate (Frederiksen, 2019). As a result, it can then be argued that host communities bear the highest cost with much less benefit to show (Frederiksen, 2019). These issues escalate to the land ownership question, thus bringing the traditional authorities and traditional institutions into question (Mnwana, 2019). Although the scope of this research does not venture into this topic, it is important to understand these challenges and sources of conflict. The underlying principle here is that communities need to reap social and economic benefits from the operations, whether driven by legislation or the company's commitment to sustainability.

Exploring within the scope of the study, in support of the findings by Frederiksen (2019) and Mnwana (2019), a review of these dynamics was conducted in the Manganese and Iron Ore mining companies in the Northern Cape Province, in South Africa. According to a study conducted by Deloitte, despite of a R1.2 billion regional investment made by four mining companies, between 2012 and 2017, towards Corporate Social Responsibility (CSR) projects to uplift their surrounding communities in four local municipalities (Joe Morolong, Gamagara, Tsantsabane and Ga-Segonyana) in the Northern Cape, there is apparent dissatisfaction in meeting the socio-economic needs of the citizens (Deloitte, 2019). The challenge is further amplified by the lack of tangible impact on people's livelihood, where the region still has the lowest levels of education in the country (only 12 percent matric completion),

45 child deaths per 1000 children under five years old and 45% youth unemployment (Deloitte, 2019). The mines, having invested the funds remain uncertain whether there has been a return on the invested funds and whether the projects executed have had any impact to the lives of their stakeholders.

On the other hand, the stakeholders (provincial and local government, as well as community groups), are of the view that the mines are not doing enough, hence the social capital with the surrounding communities remains low. This can be evidenced by the high number of protest action incidents in the area where community forums, youth groups, unemployment forums, general community groups, etc., demonstrate and close access roads to the mines. The main issues cited during these demonstrations are a lack of access to employment opportunities, the mines' procurement structures and processes that are not in support of local businesses, inadequate development and targeted incubation for small businesses, and exploitation of resources without benefit to the locals.

In a recent report by the local newspaper, the Kathu Gazette, a story was covered on yet another protest that the community was targeting to the mines within the regional mining belt (Kathu Gazette, 2020). It is no surprise, therefore, that the Minerals Council of South Africa opened an office in Kuruman, as part of their initiative to enhance collaboration and provide guidance to the mines and communities (James, 2019). Speaking to the Mining Weekly, Alex Khumalo, the Minerals Council Social Performance Head, highlighted that there is an impression on the ground that the mining industry does not care, consultation with communities does not happen and not much is done to address issues raised (James, 2019). These sentiments echo assertions by David van Wyk, a lead researcher at the Bench Marks Foundation, noting that 35 socio-economic issues related protests take place in mining communities every month in South Africa (James, 2018).

Another case that is worth referencing is a formal complaint by the affected members of the Marikana Community. The complaint was raised at the office of the Compliance Advisor Ombudsman detailing the failures of Lonmin to honour the commitments made in the Social Labour Plan (SLP), failure by management to oversee and ensure that the investments made actually yield the results as desired and general social and environmental realities that the community faces in Marikana (Compliance Advisor Ombudsman, 2015).

An in-depth analysis of these issues points back to the licence to operate requirements, misaligned expectation between the mines and communities and in some instances, a lack of commitment from the mining companies to sustainably contribute to society. The low social capital observations are corroborated by the findings shared by the WEF on the trends that shape the future of the mining and metal industry. The WEF states that the key for successful mining projects is the ability to create real benefits for communities in a time where obtaining a licence to operate is a huge challenge (WEF, 2019).

1.5 Problem Description – CSR Compliance or Sustainability Commitment

So, the question that business then faces is, how to create sustainable economic and social benefits to surrounding communities, in an environment with high levels of unemployment, inequality and mistrust as a result of the legacy of the apartheid era in South Africa. CSR projects that have no real tangible benefits are often interpreted as companies prospering at the expense of the communities, thus calling into question the legitimacy of the businesses (Pfitzer & Kramer, 2016). Another contributing factor to this challenge is the idea that CSR projects are seen by mining companies as methods of managing strategic challenges (Frederiksen, 2018). Window dressing by companies as a strategic purpose for mitigating public concern remains a barrier, thus challenging the view that all mining companies are committed to doing what is right (Frederiksen, 2018; Slack, 2012a). If CSR is viewed by the public as a Public Relations (PR) stunt, what benefit, therefore, exists for business? Or can CSR be executed to meet the global standards and social requirements?

It is within this context that the construct of Creating Shared Value (CSV) (Porter & Kramer, 2011) is an alternative to the challenge. If the mines created programmes that supported community development there would be a benefit for all involved, hence shared value would be created. Porter and Kramer (2011, p. 6) define CSV as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates". Porter & Kramer (2011) argue that CSR is unsustainable, since it only seeks to respond to the societal concerns and government directives. This view by Porter and Kramer is congruent to the assertions

by Jeong & Kim (2019) and Pfitzer & Kramer (2016), citing legitimacy benefits enjoyed from cooperate social giving as opposed to illegitimacy penalties.

In the absence of a clear-cut standard on what CSR is for mining companies, it is, therefore, evident that businesses may end up suffering losses due to a misalignment of expectations of stakeholders. The vague idea that CSR is about sustainability is not sufficient to create win-win outcomes. Misalignment may result in conflict and deterioration of trust between the various stakeholders. It can be argued that the felt experience by the communities may very well be misaligned to the intent from the company; where the real issue is the company's strategy, rigour and resourcefulness in rolling out the projects.

The dynamics of CSR in pursuit of sustainability and CSV as an alternative, therefore, begin to shape the scope of the study. Questions can be raised regarding the motives driving the CSR initiatives chosen by business, where the stakeholders assess the positive impacts of such initiatives. Can mining companies utilise CSR as a foundation towards building sustainable businesses and sustainable societies? Can CSR be a pathway to creating shared value?

1.6 Purpose Statement

The study aimed to contribute to the advancement of the existing CSR and CSV literature in the context of emerging economies, in extractive industries. The field of study for this proposed research is Business Ethics and Social Sustainability.

The purpose of this research was to explore the effects that internal and external drivers of CSR have on mine management motivation for the choice of CSR projects and how these choices are interpreted by the primary stakeholders. Further, the study also explored the antecedents to the operationalisation of CSV in the context of South African mining companies and their surrounding communities, having an appreciation of what the sources of conflict are.

The objectives of the study were to:
1. Explore the external and internal drivers of CSR that influence the choices of CSR activities managers embark on.

2. Explore how the CSR initiatives are interpreted by primary stakeholders; commitment or compliance driven.
3. Identify what the sources of conflict are, between the companies and their primary stakeholders.
4. Explore antecedents for CSV in an effort to define pathways for the operationalisation of CSV in extractive industries.

1.7 Scope of Research

The study explores the effect that internal and external drivers of CSR have on the CSR activities that managers in mining companies embark on and explores recipient interpretation of these initiatives as well as the associated sources of conflict between parties. Gaining understanding on these objectives assisted in the exploration of antecedents of CSV, charting a pathway towards CSV as a more sustainable approach. The focus is in the extractive industry of mining. Although the research was conducted in South Africa, in the Northern Cape Manganese fields, outcomes of the study can be applied in other provinces within the country, as well as other developing economies with comparable contexts to South Africa.

The issue of conflict and tensions that exist between the mines and their host communities is cited across various industries and countries. The outcomes of the study can also be applied in other industries with comparable contexts. Using the perspectives offered by the CSR and CSV theory, the study was limited to drivers of CSR, stakeholder feedback and sources of conflict, and the exploration of pathways to CSV as a sustainable approach.

1.8 Conclusion

Extant CSR theory provides a rich base for the questions of the effect of external and internal drivers CSR on management choices to be asked. Using the theoretical lens, the challenge of the misaligned expectations between the various stakeholders in the mining can then be explored. The legislative landscape in South Africa has been progressive over the years, in attempting to close the gaps and providing clarity to the processes associated with attainment of licenses to operate. The progress made has seen some companies adopt the CSR practices for the sake of mere compliance, while an argument can be made that a number of the companies are committed to

changing from compliance to commitment for the sustainability of all stakeholders in their businesses.

The following section begins to assess the current CSR literature by first providing various academic definitions and contrasting them to the scope of the study.

Chapter 2: Literature Review

2.1 Introduction

The research problem positioning chapter has demonstrated the extent to which South Africa as a developing state is suffering the impact of inequality, stagnant economic growth, high levels of unemployment and a lack of trust between mining companies and the communities where these mining companies operate. There is an acceptance from both academic scholars and practitioners that there needs to be a change in how organisations relate to their host communities. Though there is a considerable number of scholars that are proponents of CSR as a solution, there is recognition that CSR as a theory still has gaps (Aguinis & Glavas, 2012; Carroll, 1991; Frederiksen, 2018). CSR critics maintain a view that CSR is not a solution, but business needs to transition to CSV (Kramer & Pfitzer, 2016; H. Moon, Pare, Yim, & Park, 2011; Porter & Kramer, 2011).

To navigate through the literature to position the research problem, this chapter begins by exploring what CSR is before going into CSV as a desired future state. The review of CSR and its grounding theories and approaches allows for an in-depth understanding of theoretical gaps that the study can contribute towards addressing. The idea behind the extensive review of CSR theory and supporting concepts is founded in the belief that academic literature for CSV can build on from the extensive work that scholars have done to develop CSR.

A review of the CSR theory reveals that defining the phenomena is complex and complicated, while depicting four groups of theories and approaches that the theory is grounded on. A historic progression of the understanding of the theory is provided, albeit the divergent perspectives from recent scholars' work. Using the theories for CSR, the stakeholder and agency theories are discussed as external and internal drivers of CSR, respectively. The exploration of CSV theory reveals that the concept is nascent, thus an extensive review of CSR theory is conducted to understand what the current gaps are, guided by academic literature.

2.2 What is Corporate Social Responsibility

Acknowledging the vast lexicon and existing divergence in the use of various terms like, stewardship, corporate social investment, corporate social responsiveness and corporate sustainability, for the purposes of this study these terms will be treated as meaning the same as corporate social responsibility. The term CSR can be used as an umbrella term for the akin terms such as those prior mentioned (Roth, Valentinov, Heidingsfelder, & Pérez-Valls, 2018). The terms can, therefore be used interchangeably (Roth et al., 2018; Wójcik, 2016b). Though some scholars still consider the theory of CSR as nascent, there is a plethora of literature that spans over a number of decades. To contextualise the study and remain within the scope, a review was done using recent scholars' contributions to the body of knowledge.

An encompassing definition of CSR was provided by Mohr, Webb, & Harris (2001, p. 47), where CSR is defined as "the organization's commitment to minimizing or eliminating any harmful effects and maximizing the long-run beneficial impact on society". Wójcik (2016) pragmatically builds on this definition to provide meaning by citing that in practical terms this means the firm's ability to meet the dynamic social expectations by continuously engaging and collaborating with the firm's stakeholders. Although the work of Mohr et al. (2001) provides good base, recent scholars have challenged this work based on various philosophies. The challenge is mainly driven by the ubiquity of the term.

McWilliams & Siegel (2011, p.1481) contribute to the CSR theory by eliminating motive to or commitment by the organisation to society. Their definition cites CSR as "any responsible activity that allows a firm to achieve a sustainable competitive advantage, regardless of motive". This view challenges the assumption that there ought to be a motive or motivation behind the decisions that a company makes in terms of CSR investments. Suffice to say that McWilliams & Siegel (2011) are more transactional in their approach. This view is critical to the study since it directly provides divergent views in comparison to the assumption made about motives being a driver for the choices of initiatives.

In a literature review publication on CSR, Aguinis & Glavas (2012) accede that the field can be confusing due to different conceptualisations of CSR. To avoid

confusion, a definition from Aguinis & Glavas (2012, p. 3) is used; namely, "context-specific organisational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance". This definition starts to offer more clarity on the phenomenon by citing specificity of context; meaning the context can vary from one community or business to the next. Further to that, the definition begins to be much broader and does not only focus on behaviour but underlying outcomes (triple bottom line). However, in the context of legislative requirements and licence to operate, both these definitions still come short of fully embracing the complexity and span of CSR.

The nature, ambiguity and context of the problems addressed by CSR, that is, society, ecology and economic system, make defining the term both complex and complicated (Sheehy, 2015). Sheehy (2015) cites four distinct agendas that complicate CSR: self-claims of social responsibility by organisations to gain legitimacy; descriptive academic definitions that fail to identify the nature of the phenomenon; the battle between political philosophies of private-public divides and role of government as well as political rights; and lastly, the divergent politically driven agenda which is often based on politics and policy promises. Despite the complexity and complicated nature of the phenomenon, Sheehy (2015, p. 15) dissects the extent theory to eventually provide a more progressive definition of CSR; "a type of international private law and can be defined as a socio-political movement which generates private self-regulatory initiatives, incorporating public and private international law norms seeking to ameliorate and mitigate the social harms of and to promote public good by industrial organisations".

The definitions provided by Mohr et al. (2001) and Aguinis & Glavas (2012) provide a starting point but remain descriptive in nature. On the other hand Sheehy (2015) provides a more robust definition that takes cognisance of the regulatory context. While Mohr et al. (2001) definition focuses on behaviour and Aguinis & Glavas (2012) cite policies and outcomes, both definitions are either narrow or too broad. Some of the criticism these definition have received include: failure to meet all intentional definition criteria (Sheehy, 2015) and some of the dimensions like ethical norms and the obeying laws are not included in the definition (Mohr et al., 2001).This comes as no surprise since Mohr et al. (2001) were focused mainly on consumers and behavioural economics. This definition ignores the possibility of noncommittal,

compliance driven behaviour that seeks legitimacy and rent seeking. Though the behavioural aspect is covered, the definition falls short of the other complex aspects of CSR.

Contrary to Mohr et al. (2001) and Aguinis & Glavas (2012), the Sheehy (2015) definition is grounded on regulation and, thus, providing room for regulatory theory to be used in analysing motivation and behaviour. Moreover, when tested on the five intentional definition criteria, this definition meets all the requirements. It for this reason that this definition is then adopted for the study. The theoretical linkages between Sheehy's (2015) definition and motivational typology will be further explored later in this section. It is, however, imperative that the theoretical grounding of CSR is reviewed prior, to allow for the study to be duly rooted.

2.3 CSR Grounding Theories and Approaches

When mapping the CSR theory, there are four groups of CSR theories and approaches: that is, the instrumental, political, integrative and ethical theories (Garriga & Melé, 2004). The instrumental theories assume that the firm is a wealth creation instrument and any CSR activity is interpreted as a strategic tool to further create more wealth, thus achieving the desired economic outcomes (Garriga & Melé, 2004). In the main, the underlying views are aligned to the famous Friedman's views of the purpose of a firm as being about maximising profits for stakeholders, as cited in Bowie (1991). Within this group of instrumental theories, there are a further three subgroups that can be identified based on what the objective of a firm is. These are: maximisation of shareholder value which in most cases is measured by share price, and achieving competitive advantage and cause related marketing (Garriga & Melé, 2004).

The second group of theories is the political group and it is concerned with interactions and connections that business and society have, as well as the power and position dynamics. In the political theories' group, there are a further two subgroups: first corporate constitutionalism (there are limits to functional power that the business has and those limits are derived from the pressures that various constituencies apply to aid responsible use of power by corporations), and second,

corporate citizenship (viewing a firm as a citizen – driven by globalisation and the economic power that multinational corporations have) (Garriga & Melé, 2004).

For business to exist, succeed and grow, there ought to be an integration with social demands (how a host community interacts with the company eventually leading to legitimacy of operations) (Garriga & Melé, 2004). In essence, the integrative theories limit the action to a specific time and context, where there is a requirement for the company to have a pulse of the host community at all times. Keeping close to the ground and understanding the needs at a specific time allows for the business to address issues that are pertinent to their stakeholders, thus improving on their standing with the community; better acceptance. The key subgroup approaches and theories in integrative theories are: issue management (sensing the gaps between expectation and performance and acting swiftly to close it); the issue of public responsibility (use of public policy; public views; emerging issues and broad social direction as a guide to design initiatives); and stakeholder management (focus on those that are affected or affect the policies and practices of the business) (Garriga & Melé, 2004).

Lastly, the fourth group is the ethical theories group. This group of theories focuses on the ethics and ethical requirements for robust relations between business and society. Under the ethical theories, Garriga & Melé (2004) identify four key subgroups, i.e.; normative stakeholder theory (consideration of ethics that direct action across all legitimate stakeholders of the business), universal rights (human rights-based approach – e.g. UN Global Compact), sustainable development (meeting today's needs without compromising meeting the needs of the future) and the common good approach (business must contribute to social good because it is part of society.

It is evident that the work conducted by Garriga & Melé (2004) provides a broad view of the founding theories of CSR. Aguinis & Glavas (2012) later state that CSR literature remains fragmented due to the fact that scholars study CSR through different disciplinary and conceptual lenses, and varying levels of analysis. Aguinis & Glavas further state that CSR is studied at macro-level; i.e. institutional or organisational level, compared to micro-level (studying at individual level). This becomes apparent when looking at the definitions offered, where scholars make

reference to policies by organisations, however, these policies are implemented by social actors at all levels of analysis (institutional, organisational and individual) (Aguinis & Glavas, 2012).

Building on Aguinis & Glavas (2012), Frynas & Yamahaki (2016) argue that to simplify complex reality, theory frameworks can be used to provide explanations and insights thus enabling understanding as to how social changes may be set in motion or averted at various levels of analysis. This theoretical approach by Frynas & Yamahaki (2016) then builds on the gaps that were earlier identified by Aguinis & Glavas (2012). The intent by Frynas & Yamahaki (2016) is to resolve the issues of ambiguity and provide a good theory base that enables theoretical explanation of CSR across all levels; micro, meso and micro.

Critiquing the approach taken by Aguinis & Glavas (2012), Frynas & Yamahaki (2016) further argue that though the level analysis provides a good starting point for building the CSR theory, the challenge becomes that some popular theories like the stakeholder theory and institutional theory turn to serve multiple levels. Thus, the theoretical perspective of the CSR research should therefore be able to provide explanation of the phenomena across multiple levels (Frynas & Yamahaki, 2016).

To position the theoretical landscape, Frynas & Yamahaki (2016) use the conceptual framework adopted from the work by (Mellahi, Frynas, Sun, & Siegel, 2016). The conceptual framework presented by Mellahi et al. (2016) allows for categorisation of predictors, moderators, mediators and outcomes of nonmarket factors as either external or internal. It is critical to note that Mellahi et al. (2016) highlight and accentuate the importance of complementarity of theoretical perspectives; suggesting that a multi-theoretical lens for multi-level scholarship on nonmarket issues must be maintained. This means that when providing an explanation of the CSR phenomenon, a theory on external driver and one on internal drivers must be used to provide a holistic approach to the discussion. Using Mellahi et al. (2016)'s framework, Frynas & Yamahaki (2016) then adopt the conceptual framework depicted in Figure 1.

Figure 1: Conceptual framework (Frynas & Yamahaki, 2016)
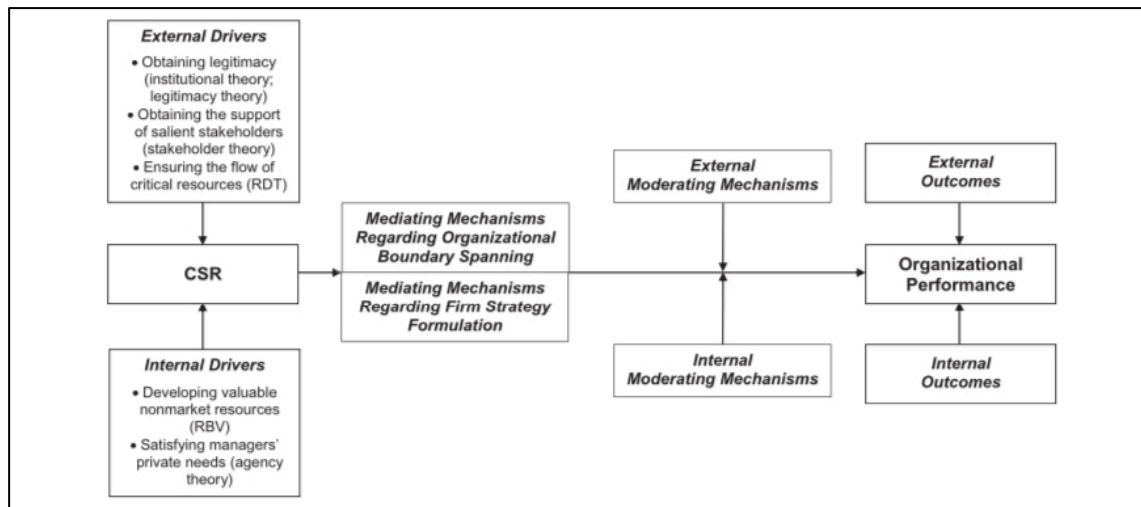
Further dissecting the initial approach used by Aguinis & Glavas (2012), Frynas & Yamahaki (2016) then argue that the external driver theories encompass relational, political and integrative perspectives of CSR; providing an in-depth view of the nature of relations between the organisation and the environment where it operates. The group of theories herein include stakeholder theory, institutional theory and resource dependence theory. This view is indeed in congruence with the assertions made by Garriga and Melé (2004) on integrative theory and political approaches to CSR, which advocates for an integration of business with social demands and power and position dynamics.

Showing support of this view by Garriga and Melé (2004), Frynas & Yamahaki (2016) further state that the external drivers perspective to CSR positions CSR as an outcome of social relationships and societal norms. Underlying the relational aspects to the external drivers' perspectives is the idea that organisations seek to obtain legitimacy from society where they operate. One can then extend this view to say that the need for legitimacy is indeed linked to the license to operate.

According to Frynas & Yamahaki (2016) the internal drivers' perspective can be explained by managerial perspectives, instrumental economic and ethical theories. This assertion is again in line with the approach earlier provided by Garriga & Melé (2004), where they posit the organisation as a wealth creation instrument and any CSR activity is interpreted as a strategic tool to further create more wealth, and ethical requirements provide robust relations between society and the organisation.

Individual social values of the organisation's key decision makers as well as the organisation's corporate management are the key focus areas when interrogating the internal dynamics (Frynas & Yamahaki, 2016). The theories of internal drivers include the resource-based view and agency theory; focusing on internal processes of the organisation. Thus, the internal drivers perspective positions CSR as an outcome of managerial decisions, their ethical values and judgement, pointing to the active decisions and choices that the management team makes in relation to CSR (Frynas & Yamahaki, 2016).

Key to the approach provided by Frynas & Yamahaki (2016) is the idea that there exist two theoretical approaches, the external view and the internal view. The external view can be defined as outside-in, while the internal view is inside-out. Frynas & Yamahaki (2016) then argue that the former makes the assumption that the key role of the managers is to align the organisation's approach to CSR to the expectations, interest and beliefs of the society where the organisation operates, while the latter assumes that managers will make decisions either to align the CSR approach to the organisation's economic value creation impetus or their own individual interests and beliefs.

This study adopts this critical approach as provided by Frynas & Yamahaki (2016), viewing the theoretical approach to CSR as either inside-out (internal driven) or outside-in (external driven). To ensure that there is a balanced view and approach to the study, the emphasis made by Mellahi et al. (2016) was taken into consideration, wherein the complementarity of theoretical perspectives was provided by using a multi-theoretical lens. This means that the study interrogated the external drivers to CSR as well as internal drivers. Noting the scope of the study, the research objectives and questions, the study adopted the stakeholder theory as an external driver to CSR and the agency theory as the internal driver.

The choice of approach was further supported by the assertions made by Frynas & Yamahaki (2016) that multi-level lens studies stand to provide better insight into the CSR compared to single-level lenses (i.e. only external or only internal perspective). Frynas & Yamahaki (2016) state that the complementary insights can assist the scholars to explicate the sets of relationships between the drivers. According to Frynas & Yamahaki (2016), the combination of the external driver like stakeholder

theory with the internal driver like the agency theory can advance theoretical understanding as to what extent the behaviour of external social actors (communities and government in the study) can restrain or permit autonomy for the managers (the agents) to pursue their own beliefs and interests, thus privately benefiting from the choices of CSR activities they take.

2.4 External Drivers – The Stakeholder Theory

2.4.1 Definition

Having conducted a review of the stakeholder theory literature and how it has evolved over the past 25 years, Griffin (2017) states that although the stakeholder research has over time began to integrate various insights across traditional disciplinary boundaries, the common convergence point of all these perspectives and disciplines is the definition offered by Freeman in 1984. Freeman (1984, p. 23) defined stakeholders as "those who affect and are affected by the achievement of the organisation's objective". The theory can be summarised to define stakeholders as those groups in the wider public and those that the organisation has contractual links with whose actions can either help or damage the organisation (Frynas & Yamahaki, 2016). Building on the extent theory a perspective is offered to suggest that the stakeholder theory redefines the organisation into a system of stakeholder groups, who have different sets of relationships, varied rights, objectives, expectations as well as a varied set of responsibilities (Richter & Dow, 2017). The definition has an implicit assumption that managers take it upon themselves to proactively address stakeholder needs and make it a point that they always balance the multiple and often conflicting stakeholder claims and interests (Richter & Dow, 2017).

The three definitions are aligned in terms of the impact that the stakeholders may have on the achievement of the organisational goals. In the theoretical review of the major contributions to stakeholder theory building, Frynas & Yamahaki (2016) state that the core assumption in stakeholder theory is that the organisations are affected by stakeholder actions and need to then attend to the stakeholder interests, making the nature of the relationship with the community and other external actors very critical.

2.4.2 Communities and Government as Primary Stakeholders

Primary stakeholders as those groups that have a direct impact on the organisation's operations; arguing that without their participation, the organisation ceases to be a going concern Clarkson (1995). In this group of stakeholders, Clarkson (1995) includes the employees, shareholders and investors, customers, suppliers and the public stakeholder group comprising of communities and the government. Moreover, there is a high level of interdependency between the organisation and its primary stakeholders. These assertions by Clarkson (1995) are congruent to the founding definition by Freeman (1984) and later extensions by Richter & Dow (2017). Clarkson (1995) defined the secondary stakeholders as those stakeholders who are not essential for the survival of the organisation.

Too broad a focus on stakeholders may result in an organisation expending scarce resources on social issues that do not contribute to value creation, thus advocating for organisations to focus on primary stakeholders as creators of value (Hillman & Keim, 2001). If the contribution that communities can make is reimagined; the value creation process, roles, relationship and satisfaction can gain clarity (Griffin, 2017).

2.4.3 Criticality of Stakeholder Relationships

Concurring to the assertions by Frynas & Yamahaki (2016), Griffin (2017) points out that further to Freeman's definition, the other common theme throughout the decades is that of relationships in management; residing at the core of stakeholder research. Congruent to the idea of multi-level perspectives, it can be argued that value creating relationships exists with multiple stakeholders at the same time and at multiple levels of analysis (Griffin, 2017). This means that there exists value creating relationships among managers, organisations, eco-systems composed of society or organisational systems or networks (Griffin, 2017). The aspect of relationships begins to bring a human element to the stakeholder theory, demystifying the notion of business as only being transactional.

The impact of a stakeholder depends on three attributes; power, legitimacy and urgency (Mitchell, Agle, Wood, & Mitchell, 1997). Power is then defined as the stakeholder's ability to impose their will on others regardless the resistance; legitimacy is the mandate of the stakeholder and what rights they have to exercise

the power considering the claim they have on the organisation, and lastly, urgency is about the degree to which the claims put forward by the stakeholder pushes for immediate attention and action from the organisation (Mitchell et al., 1997).

Acknowledging the shifts in theory, from only focusing on relational aspects of stakeholder theory to identifying stakeholders as actors, as highlighted by Mitchell, Agle, Wood, & Mitchell (1997), Griffin (2017) builds on the theory by contributing an organising framework about stakeholders and their relationships. Griffin (2017) does this by presenting stakeholder research as falling broadly into three themes; stakeholders (who and what a stakeholder is and the contextual conditions), the mechanisms that underlie the relationship (voluntary, implicit or explicit, how stakeholders are linked and affected by the organisation in question) and lastly, the outcomes of the stakeholder relationships (how is the organisation performing, is meaningful impact being created, are the stakeholders satisfied). These are summed up as stakeholders, relationships and outcome in the organising framework.

If an organisation creates viable outcomes, the feedback loops can begin to reinforce who the stakeholder are, thus deepening the relationship, co-creation of value in the new relationships and ultimately cooperating in finding new ways to create value (Griffin, 2017). This assertion accentuates the criticality of the CSV concept; to be later discussed. The co-creation attribute differs from the traditional passive approach where stakeholders like communities only receive redistributed value as opposed to being part of the value creation process. The co-creation approach to stakeholder theory was earlier advocated by Mcvea & Freeman (2005), who also denounced the idea that communities and their varied interests can be lumped based on geography.

2.4.4 Classification and Perspectives of Stakeholder Theory

Some scholars advocate for two perspectives when classifying stakeholder theory (Frynas & Yamahaki, 2016), while other scholars suggest that there are three perspectives to stakeholder theory (Richter & Dow, 2017). The two perspectives that Frynas & Yamahaki (2016) suggest as key are the normative perspective and the descriptive perspective. The normative perspective makes an assumption that the stakeholder's legitimate interests need to be considered by the organisation since

the organisation is viewed to have responsibility to all its stakeholders (Frynas & Yamahaki, 2016). Richter & Dow (2017) argue that the normative perspective aims to provide management guidelines and a foundation for successful management.

The descriptive perspective attempts to identify who the stakeholders are in various settings and explain how managers and their corporations deal with stakeholders (Richter & Dow, 2017). Frynas & Yamahaki (2016) also affirm the same views on what the descriptive perspective is; adding that the organisation ought to also identify which stakeholder interests are important. The third perspective is the instrumental approach, which in essence argues that ethics are important and good for business, providing a lens into the consequences of stakeholder treatment (Richter & Dow, 2017).

Some scholars have indeed argued to say that the instrumental and the descriptive perspectives are inextricably interrelated (Branco & Rodrigues, 2014; Frynas & Yamahaki, 2016). When conducting their cross-sectional study on stakeholder theory, Frynas & Yamahaki (2016) adopted a view to only focus on the descriptive stakeholder theory perspective (which incorporates the instrumental view), arguing that this perspective can be used to explain the drivers, processes and outcomes of CSR. This is in congruence to Griffin (2017)'s framework as well as the assertions made by Branco & Rodrigues (2014). Consequently, this study then adopted the same approach as these scholars above, using the descriptive (incorporating the instrumental) perspective.

2.4.5 Stakeholder Theory and CSR: The Categories of Social Responsibility

Using the descriptive lens to stakeholder theory; affirming the importance of business ethics and associated outcomes of stakeholder treatment, as well as identifying who the organisation's stakeholders are, extent theory suggests that the work conducted by Carroll (1991) and Lantos (2002) provides structure on how the corporate social responsibilities of an organisation towards their stakeholders can be viewed. Table 1 provides a comparison of the types of CSR as conceptualised by Carroll (1991) and Lantos (2002).

Table 1: Comparing the types of CSR in Stakeholder Theory (Carroll, 1991; Lantos, 2002)

Carroll's classification (adopted from (Carroll, 1991))	Lantos' corresponding classification (adopted from (Lantos, 2002))
• **Economic responsibilities**: be profitable for shareholders, provide good jobs for employees, produce quality products for customers.	• **Ethical CSR**: morally mandatory fulfilment of a company's economic responsibilities, legal responsibilities, and ethical responsibilities.
• **Legal responsibilities**: comply with laws and play by rules of the game	• **Altruistic CSR**: Fulfilment of an organization's philanthropic responsibilities, going beyond preventing possible harm (ethical CSR) to helping alleviate public welfare deficiencies regardless of whether this will benefit the business itself or not.
• **Ethical responsibilities**: conduct business morally, doing what is right, just and fair, and avoiding harm.	
• **Philanthropic responsibilities**: make voluntary contributions to society, giving time and money to good works.	• **Strategic CSR**: fulfilling those philanthropic responsibilities which will benefit the company through positive publicity and goodwill.

Carroll offered a pyramid of four categories of CSR, with economic responsibilities sitting at the base of the pyramid. From economic, Carroll's pyramid is followed by legal and ethical, with philanthropic responsibilities at the top of the pyramid. The economic responsibilities form a foundation of the business, from which all the other aspects can be made possible (Carroll, 1991). Branco & Rodrigues (2014) state that Lantos (2002)'s improvement to Carroll (1991)'s offering helps progress the body of theory in that it addresses the challenge distinguishing between philanthropy and ethical components, and it further incorporates the purpose for which organisations conduct or engage in CSR activities.

Recognising the solid foundation that was provided by Carroll (1991) and the improvements that were made by Lantos (2002), this study will therefore adopt the types of CSR as proposed by Lantos (2002). Lantos (2002) argues that based on the nature and purpose of the activities, companies will engage in ethical CSR, altruistic CSR or strategic CSR. Nature is defined as whether the activity is required, or it is optional for the organisation, while purpose is perceived as whether the good being done is only for the benefit of the organisation, the stakeholders only or for the good of both the company and the stakeholders (Branco & Rodrigues, 2014).

Ethical Corporate Social Responsibilities

Ethical responsibilities of an organisation are considered to be morally mandatory and are required as basics, regardless of the impact on profitability of the organisation (Lantos, 2002). The basis of this argument by Lantos suggests that the managers as agents do not have to feel that there is any obligation to maximise the profitability of the business at the detriment of the stakeholders; the means to the end are critical. This type of CSR is inclusive of the legal obligations of the business. This categorisation of CSR fits into the definition of CSR that has been adopted for this study, as provided by Sheehy (2015).

Altruistic Corporate Social Responsibility

Recognising that there are social challenges in the environment where the organisation operates and taking a stand to address these challenges that sit beyond the organisation's ethical responsibilities qualifies as altruistic CSR (Lantos, 2002). This type of CSR happens when an organisation assumes responsibility for public welfare deficiencies that the organisation itself has not caused or been party to causing (Branco & Rodrigues, 2014). This means that the organisation begins to take part in activities that are not morally mandatory but have a positive benefit to their stakeholders. This view is again congruent to the idea of mitigating social harms and promoting public good, in the definition of CSR provided by Sheehy (2015).

Strategic Corporate Social Responsibility

In defining strategic CSR, Lantos (2002) argues that the goal with strategic corporate social responsibility is that one or more stakeholders as well as the company benefit from the socially responsible activities that the organisation embarks on. The contribution in strategic CSR is made by the organisation with a conviction that it is in the best interest of the business to do so; essentially fulfilling the financial objectives and expectations of the shareholders (Branco & Rodrigues, 2014). Strategic CSR, therefore, can be viewed as a vehicle a business can use to make deliberate positive impact to their stakeholders, with intent to also benefit from the contribution. This view is in line with the idea of co-creation presented by (Griffin, 2017; Mcvea & Freeman, 2005; Mitchell et al., 1997). One can further argue that the

concept of strategic CSR is in congruence to the notion of CSV that is advocated for (Kramer & Pfitzer, 2016; Porter & Kramer, 2011).

This study adopts these three types of CSR using the lens of stakeholder theory to interrogate the research questions and the objectives. The study adopts a view that ethical CSR is a base and is mandatory for compliance, while strategic CSR is beyond the legal and mandatory requirements but seeking to strategically cocreate new value for the organisation and the stakeholders alike. Adopting this perspective, therefore, by extension suggests that ethical CSR will be compliance driven while strategic CSR is a commitment to sustainability of both the organisation and their stakeholders. Lantos argues that altruistic CSR is only value adding if it aligns to the strategic objectives of the business (Branco & Rodrigues, 2014). This assertion by Lantos further supports the idea that the study only focuses on strategic CSR versus the ethical CSR to explore the constructs of management motivation to comply to the legislation for licence to operate purposes as opposed to a commitment to their stakeholders and the sustainability in their operating environment. Strategic CSR contributes to co-creation and value add for both the stakeholder/s and the organisation.

2.5 Internal Drivers of CSR: Urgency Theory

2.5.1 Definition

An extensive survey conducted by Frynas & Yamahaki (2016) on internal drivers of CSR revealed that the theories on internal drivers are much less developed compared to external drivers of CSR; with the theory dominated by the resource based view and the agency theory. As earlier indicated, the study focused on the agency theory. The agency theory analyses the nature of the relationship between the persons that are employed by the organisation to conduct specific work for the organisation, termed "the agents", and the persons or organisation who employ the other parties (the agents) to carry the specific work, termed "the principals" (Frynas & Yamahaki, 2016).

The agency theory is applied to better understand the challenge that arises as a result of the conflict of interest between the agents and the principals, the inability of the principal to effectively monitor the agent's behaviour and conduct and how this

challenge can be addressed through various governance mechanisms (Frynas & Yamahaki, 2016). Earlier scholars argued that managers can use CSR as a self-serving tool to pursue their own social objectives while negatively impacting profits for the shareholders, a view advocated by Friedman (Frynas & Yamahaki, 2016). Recent work revealed that the earlier assertions may indeed be skew (Oh, Chang, & Martynov, 2011).

2.5.2 CSR-Ownership Relationship - Impact to Agency Theory

Socially responsible business positively impacts on performance and socially irresponsible businesses are subject to legal sanctions and punishment by their powerful stakeholders and governments (Oh et al., 2011). On the other hand, long term shareholders are likely to support CSR more compared to short term shareholders, assuming that CSR activities payoff in a long run and can perceived as a financial burden in a short run (Falck & Heblich, 2007).

Moreover, Oh et al. (2011) study found that long term oriented investors like institutional shareholders and foreign investors turn to be more in support of CSR compared to managers in the organisations. The study by Oh et al. (2011) concluded to say that ownership structures play a significant role in the organisation's CSR strategy and activities, based on the idea that investors have varying attitudes towards CSR activities in an organisation. It can be further argued that there may exist competing perspectives on CSR strategies between the management and the investors and institutional owners, where one of the parties may hold a negative view towards CSR and the other a positive perspective. Thus, the tensions between the agent and the principal arise.

In another study conducted by Petrenko, Aime, Rigde, & Hill (2016), the scholars found that although extent research on agency theory has studied agency effects on risk decision making by executives, thus viewing the management behaviours from a risk centred perspective, a new avenue can be opened where CSR is used by the managers and executives as an opportunity to obtain praise and acquire prestige while utilising the organisation's resources. The conclusions of Petrenko et al. (2016) study are partially in agreement to the assertions by Oh et al. (2011) in that the

manager's behaviour may be short term orientated and the driving motivation for the CSR activities may very well be self-serving.

Petrenko, Aime, Rigde, & Hill (2016) argue that the decision to exert organisational effort on stakeholders by the managers is discretionary and it is difficult to evaluate. When these tensions arise, Oh et al. (2011) contest that the competing strategic preferences turn to introduce inefficient procedures on the organisation's investment decisions. Petrenko et al. (2016) deduce from theory and their study that the propensity of an organisation to then engage on CSR will be dependent on the executives' preferences and priorities which are derived from their values and personalities.

2.5.3 The Impact of the Socio-cultural Environment and Government on Agents and Principals

The relationship between ownership and CSR activity in an organisation has distinct implications in Non-Western contexts, building on earlier studies that only focused in Western countries (Oh et al., 2011). These findings by Oh et al. (2011) have implications on the current study since the socio-cultural environment in South Africa will be different to that of the Western countries, though there may be influences in the approach to CSR from foreign investors. Oh et al. (2011) came to the conclusion on the ownership-CSR relationship based on their observations that financial institutions in Korea showed motivation to encourage and participate in CSR when under the influence of government.

In positioning policy contributions of their study, Oh et al. (2011) state that to promote CSR engagement, ownership structures of organisations in dominant conglomerates needs to be closely monitored by government, since these structures are strongly linked to decision rights, and where necessary, governments in developing economies should in fact impose ownership restriction policies towards foreign investors.

It is evident that the ownership structure as it relate to investor orientation towards CSR has an impact on the agent-principal relationship, and subsequently impact the efficiency of the investment procedures on CSR (Falck & Heblich, 2007; Oh et al.,

2011; Petrenko et al., 2016). Socio-cultural and legislative forces also contribute on how the relationship between the agents and the principal's functions.

2.6 Creating Shared Value - A Conceptual Review

2.6.1 From Corporate Social Responsibility to Creating Shared Value

Despite the emerging nature the CSR research, the vast domain of existing research has established that; in response to the community and government pressure on social licenses to operate, companies customarily resort to the implementation of Corporate Social Responsibility (CSR) initiatives to enhance transparency and maintain legitimacy in the communities where they operate (Demuijnck & Fasterling, 2016; Jeong & Kim, 2019; Matebesi & Marais, 2018; Ranängen & Zobel, 2014). The assertions suggest that the notion of ameliorating and mitigating social harms by self-regulation may be subjective, thus creating misalignment.

CSR has received some criticism from scholars. The most recent academic critique on CSR is from Porter & Kramer (2011), where they argue that CSR initiatives are a mere response by companies to the legislative directives from governments and societal demands from surrounding communities. These assertions by Porter and Kramer reverberate Rajak's earlier arguments, where she claims that CSR has a limited ability to effect positive and lasting impact since it turns to elevate corporate authority over the community and other stakeholders (Rajak, 2008). So, what is CSV?

Proponents of CSR do concede that the current understanding and theory of CSR does have gaps (Wang, Gibson, & Zander, 2020). From their extensive review of existing literature, it can be noted that while there is commensurate growth of the concept and adoption by organisations, the motives still remains a question (Wang, Takeuchi, & George, 2016). When evaluating trade-offs between commitment and compliance, it can be concluded that further research is required to help managers to deal with multiple stakeholder groups, by examining the trade-offs under competing goals and conflicts among different stakeholder groups , (Wang et al., 2016). These assertions by Wang et al. (2016) are pertinent for the South African context, where the application of CSR has been viewed as largely informed by institutionalised policies (Visser & Tolhurst, 2017).

2.6.2 Defining Creating Shared Value (CSV)

Due to high levels of inequality and deteriorating living conditions, stakeholder pressure has become a significant driving force for fundamental change (Wójcik, 2016a). The pressure imposed by the stakeholders on organisations has, over time, resulted in responsiveness to social expectations which culminated to terms like thrapple bottom line (economic, social and environmental); with CSR remaining the umbrella term for these streams of thought (Wójcik, 2016a). The study adopts the view shared by Wójcik (2016a) and Moon & Parc (2019) that CSV builds on from CSR, as opposed to the view that CSV is core to the business processes whereas CSR is mere philanthropy (Porter & Kramer, 2011).

CSV should be viewed as a process that can be used to achieve the organisation's corporate benefits while meeting the societal goals (Moon & Parc, 2019). Figure 2 depicts how CSV serves both the organisation's corporate goals while creating social benefits. CSV is then viewed as a process that can transition business from CSR thinking which only focuses on social benefits to a higher order value creation relationship.

In introducing the concept of Creating Shared Value, Porter & Kramer (2011, p.6) define this concept of shared value as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates". The underlying notion in the concept is that business and communities can focus on identifying and growing the networks between societal and economic advancement, thus catering for both the needs of business and those of the community.

Figure 2: Creating Shared Value as a Process **(Moon & Parc, 2019)**
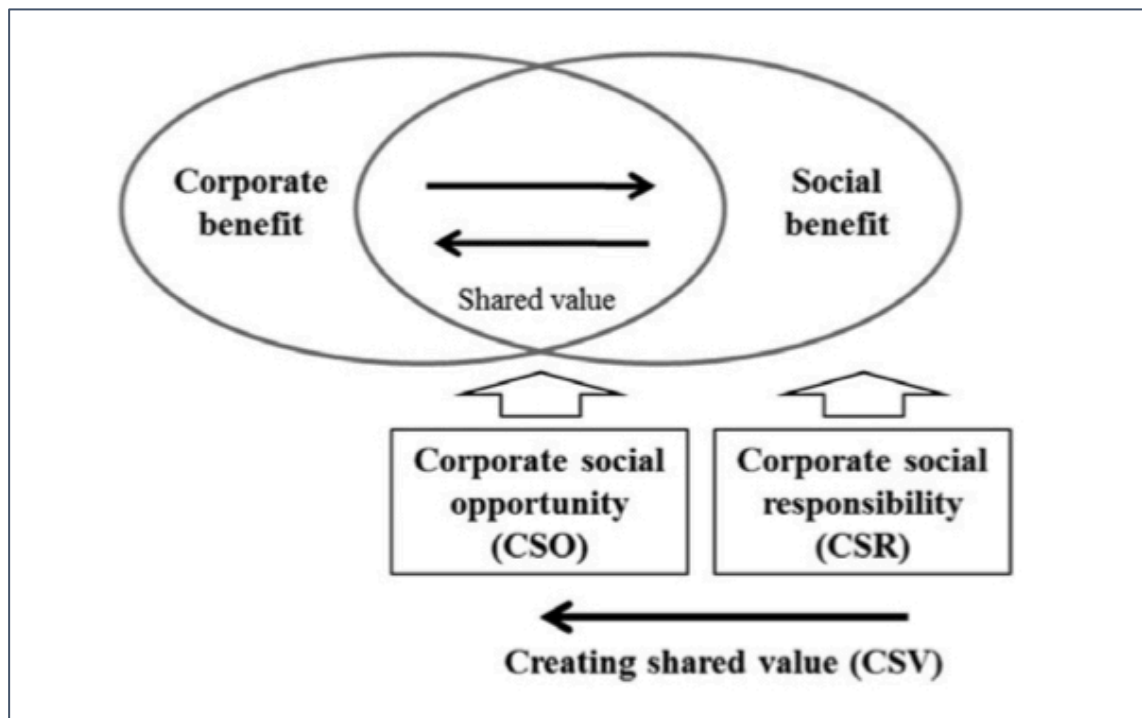
Supporting the argument for CSV, it can be pointed out that CSV views social challenges as opportunities that organisations can in fact link to their businesses' strategies, as opposed to disconnected problems that do not concern business (Wójcik, 2016a). Moon & Parc (2019) reverberate these assertions by pointing out that it is high time that society also plays their part and realise that value creation is a collaborative exercise, not just mere charitable gestures from organisations.

This is a view that Porter & Kramer (2011) explore as Strategic CSR (to be discussed in detail later) but go on to provide distinguishing attributes that make CSV much better than Strategic CSR. For the scope of the study, the comparison made to Responsive CSR is ignored since it does not advance the notion of collaborative relations and value creation between organisations and their stakeholders.

Extending from the notion of Strategic CSR, Moon & Parc (2019) present the idea of co-existence, collaboration and co-creating are at the core of the concept of CSV. Businesses need a healthy relationship with their communities for economic success, with communities providing a friendly and supportive environment and the needed public assets and other resources (Porter & Kramer, 2011). The contribution of CSV can then be summarised as being able to view business activity as a means

of value creation in two spheres: the social and economic (Wójcik, 2016a). Porter & Kramer (2011) state that value creation can be conceived in three ways; organisations can reconceive what their products and markets are, value chain productivity ca be redefined and lastly, supportive industry clusters can be built in the organisations' immediate environment.

Moon, Pare, Yim, & Park (2011) extend on the value creation strategy that Porter & Kramer (2011) by introducing the four strategies. These are; redefining productivity in the value chain (factor conditions), reconceiving comprehensive targets (demand factors), enabling local and global cluster development (supporting conditions), and lastly introduce the concept of defining core competences as a fourth element to the value creation strategy. The starting point for organisations should be looking internally to define their core competencies, following which they can then scan their environment for unmet social needs that could be addressed by their core competencies (Moon et al., 2011). The idea behind core competencies as a critical element is that each organisation will have a different set of core competencies even if they are in the same area and industry, thus society end up benefiting much more from an array of value creation activities (Moon et al., 2011).

2.7 Theory in Context – The Summary

Adopting the definition provided by Sheehy (2015), that CSR is a type of international private law and can be defined as a socio-political movement which generates private self-regulatory initiatives, incorporating public and private international law norms seeking to ameliorate and mitigate the social harms of and to promote public good by industrial organisations; it is evident that there exists a disconnect between the basis of the definition and the practical application. Noting that Porter & Kramer (2011) present CSV as a higher order form of capitalism that supersedes CSR, it then follows that organisations should be striving to achieve shared value (joint value creation and mutual benefits) as opposed to CSR (seeks citizenship, philanthropic and agenda is set by external reporting) (Motilewa, Worlu, Agboola, & Chidinma, 2016). For this shift to take place and yield desired outcome, it is imperative that the gaps in CSR be well understood and how CSR lessons can be used to initiate CSV within organisations. See figure 3 for the diagrammatic view of the theory summary.

Figure 3: Summary of Literature Review
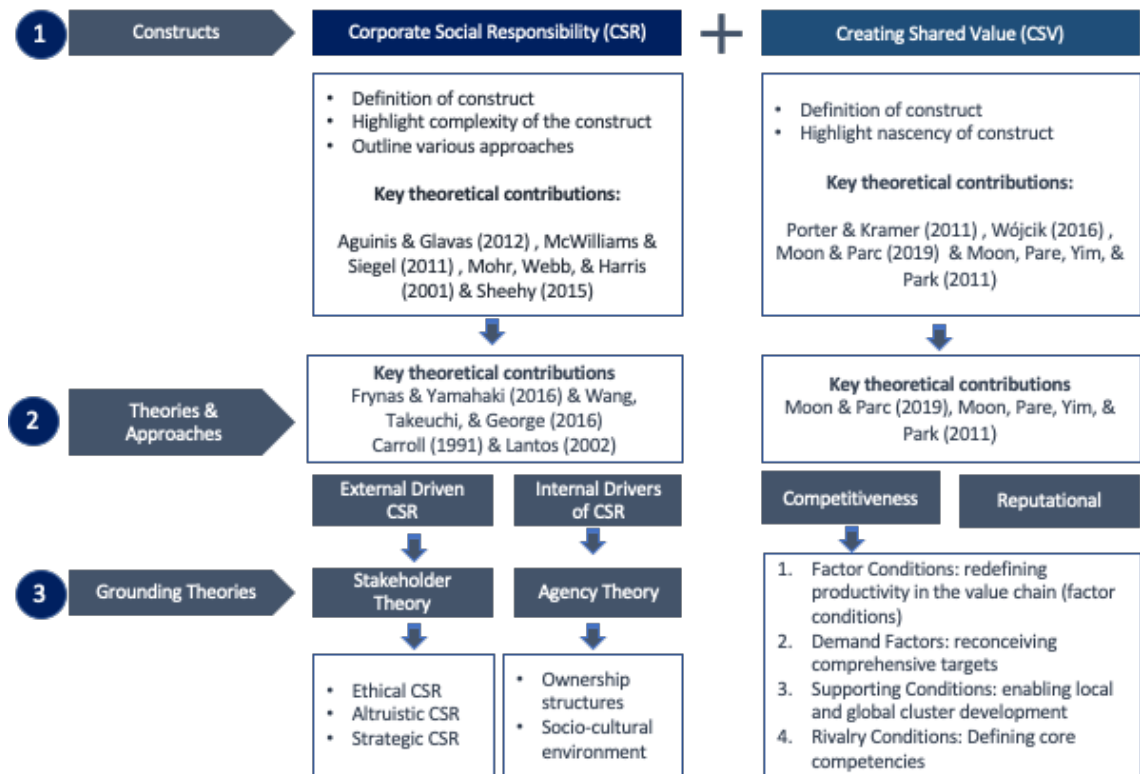
The literature gap to be addressed by this research will be to build on existing theory by exploring the motives behind CSR by managers and how these are interpreted by the different stakeholders, explore the sources of conflict among the stakeholder groups and explore antecedents to the operationalisation of CSV.

2.8 Conclusion

The review of the extant literature indicates that CSR as a concept is both complex and complicated, thus, an array of definitions can be found. Despite the complexity of the construct, Sheehy (2015) offers a much more robust definition, grounded in regulation, thus providing room to use regulation theory to explore the constructs of motive and behaviour. The instrumental, political, integrative and ethical theories were found to be the encompassing theories and approaches in CSR literature (Garriga & Melé, 2004). Using these theoretical lenses, the business context was integrated to provide a holistic view of the problem; it's impact to business as well as the contribution the study seeks to make in the CSR body of knowledge. The following section delves into the research methodology and the design of the study.

Chapter 3: Research Questions

3.1   The Purpose of the Research

The purpose of this research is to explore the effects that internal and external drivers of CSR have on mine management motivation for the choice of CSR projects and how these choices are interpreted by the primary stakeholders. Further, the study also explored the sources of conflict between the mining companies and their primary stakeholders, and lastly, the antecedents to the operationalisation of CSV in the context of South African mining companies and their surrounding communities. The research was conducted in South Africa, in the Northern Cape Manganese fields. The outcomes of the study can be applied in other provinces within the country, as well as other developing economies with comparable contexts to South Africa.

3.2   Research Question 1

Research Question 1: What are the external and internal drivers of CSR that influence the choices of CSR projects that managers embark on in the mines?

From the conclusions draw by Wang et al. (2016), it is evident that to explore the existent gaps in theory pertaining to motivation need to be explore and better understood if a shift from CSR to CSV is to take place. Extant theory explored in the literature review indicated that there are internal and external drivers that motivate managers to make the decision they do or companies to implement certain CSR investment procedure. Building on these gaps in CSR articulated by Wang et al. (2016), it is, therefore, imperative that these theoretical gaps are addressed for the transition to CSV to be enabled.

3.3   Research Question 2

Research Question 2: How do the primary stakeholder perceive the current initiatives that the mines have or are embarking on?

Academic scholars have defined who and what the primary stakeholder is (Clarkson, 1995; Griffin, 2017; Hillman & Keim, 2001). Viewing the surrounding communities and local government where the mines operate as primary stakeholders, it is, therefore, imperative that it is understood how these primary stakeholders perceive

the work that the mines embark on. This research question was aimed at exploring the notion that CSR projects have no real tangible benefit but a vehicle to seek legitimacy and manage strategic challenges (Frederiksen, 2018; Pfitzer & Kramer, 2016). The question will further explore the assertions that CSR projects are mostly embarked on for the sake of attaining and maintaining the license to operate. At the core of this research question is to understand whether mines are merely complying to CSR based on legislative requirements, or mine operators have an appetite and vision to commit to meaningful CSR activities that ultimately drive value creation for organisations and primary stakeholders alike.

3.4   Research Question 3

Research Question 3: What are the sources of conflict that exist between the stakeholder groups?

The varying views and a difference in priorities can often result in conflict between the mining companies and their primary stakeholders (Christensen, 2018; Matebesi & Marais, 2018; Richter & Dow, 2017). While the preceding research questions were seeking to establish what the status quo was on the ground and the status of the relations between the mining companies and the communities, research question 3 was formulated to start creating a bridge, where difference of perspectives and priorities can be acknowledged in preparation for a better approach in the future.

3.5   Research Question 4

Research Question 3: What are the antecedents for the transition from current CSR activities into creating shared value (CSV)?

The concept of CSV, though nascent, has been positioned as a conceptual response to the gaps that CSR presented to both the scholars and practitioners alike (Wójcik, 2016a). Based on these assertions by Wójcik (2016a), for CSV to be attained in the near future, scholarly work needs to be advanced to fill in the theoretical gaps that still exist in fully developing pathways for practitioners towards creating shared value with their primary stakeholders. Research question 3 was aimed at exploring what

the precursors of CSV are. Understanding the antecedents can help in the development of implementation plans, for academics and practitioners.

Figure 4 depicts the four research questions with the theoretical basis of the question and how each contributes to the body of literature as well as the managerial applications of the findings that were harvested from the question.

Figure 4: Diagrammatical Representation of the Research Questions

1	2	3	4
Research Question	Research Question	Research Question	Research Question
What are the external and internal drivers of CSR that influence the choices of CSR projects that managers embark on in the mines?	What are the external and internal drivers of CSR that influence the choices of CSR projects that managers embark on in the mines?	What are the sources of conflict that exist between the stakeholder groups?	What are the antecedents for the transition from current CSR activities into creating shared value (CSV)?
Literature gap on motivation for management choices	Alignment of manager CSR activity to primary stakeholder expectations	Defining pathways for transition	Defining pathways for transition
Strategy and Strategic Implementation	Strategic Implementation	Sustainable Strategy Implementation	Sustainable Strategy Implementation

Chapter 4: Research Methodology

4.1 Introduction

The aim of the study was to explore the effect that internal and external drivers of CSR have on the CSR activities that managers in mining companies embark on and explore recipient interpretation of these initiatives, in an effort to start charting a pathway towards CSV as a more sustainable approach. The literature review showed the complexity that the scholars have had defining what CSR is. Using various lenses, the CSR concept was grounded and followed by an in-depth review of the different approaches.

The different approaches to CSR provided a view that there are internal and external drivers of CSR, for which the agency and the stakeholder theories were explored, respectively. In paving for the exploration of pathways towards creating shared value, CSV theory was reviewed. The review and analysis of academic literature led to the formulation of the four research questions presented in Chapter 3. The research questions were aimed at contributing towards filling the gaps identified in literature and also contribute towards building the CSV body of knowledge. The following section provides detail on the methodology used in the study to answer the four research questions.

4.2 Research Methodology and Design

Research Philosophy

The philosophy of this research study was one of interpretivism. Shedding light on interpretivism, The social world of people is full of meaning and is built upon subjective and shared meaning, as opposed to the natural world of matter where meaning constructs are imposed by scientists on it (Goldkhul, 2012). Further, Goldkhul then concludes to say "the core idea of interpretivism is to work with these subjective meanings already there in the social world; i.e. to acknowledge their existence, to reconstruct them, to understand them, to avoid distorting them, to use them as building blocks in theorizing" (Goldkhul, 2012, p. 5).

The assertions by Goldkhul reverberate with Walsham (1995), where he states that "interpretive methods of research adopt the position that our knowledge of reality is

a social construction by human actors" (p. 376). This is in contrast to positivism where the data that the researcher collects is used to test prior theories and or hypotheses (Walsham, 1995). The nascent nature of the CSR and CSV as social constructs lands itself in a space where social actors can be studied. This means that companies that have implemented CSR and CSV projects as well as the communities where these companies operate could be studied to explore the objectives of this research. The perception of each of the actors provided a perspective that gives insight to the research questions.

Approach

The research undertook an inductive approach, which is defined as "a systematic procedure for analyzing qualitative data in which the analysis is likely to be guided by specific evaluation objectives", where in-depth analysis of raw data is used by the researcher to derive concepts and themes through interpretation (Thomas, 2006, p. 238). This approach can be interpreted as a "bottom-up" approach to theory development. The inductive approach is in contrast to a deductive approach, where analysis of data are conducted to test consistency with prior assumptions, theories or hypothesis (Thomas, 2006). The approach was selected because of the gaps identified in current literature of CSR (Wang et al., 2016) as well as the nascent nature of CSV (Dembek & Singh, 2016), particularly in the South African mining industry context. These gaps, therefore, required that a bottom-up approach be used to formulate emergent themes, codes and patterns that could be used to develop general observations and conclusions on the set objectives.

Methodological Choice

The research technique used for the study is the mono technique, i.e. inductive qualitative approach, which helps According to helps the researcher to examine and analyse the data without any preconceptions to existing theory or pre-determined categories (Borrego, Douglas, & Amelink, 2009),. For this research, it was imperative that the themes were not preconceived, but allowed to emerge from the data that was collected. The nature of the constructs explored (effect of external and internal drivers of CSR on manager motivation, perceptions by primary stakeholders and antecedents of CSV) required only that the research demonstrate transferability in appropriate contexts based on the scope selected; the mining communities and

mining companies in the emerging economy of South Africa. To achieve this objective, a rich description of the context and experiences of the social actors was an imperative, to provide trustworthiness of the findings (Borrego et al., 2009). Free expression of opinions and views by the social actors was essential.

Research Design

The research design purpose that was used is exploratory in order to understand and discover new information ((Saunders & Lewis, 2018).. The choice of research design was supported by the assertions made by Wang et al. (2016) on CSR research directions and needs to explore the motivation in various contexts, as well as Dembek & Singh (2016) on CSV. Insights into the effects of internal and external drivers of CSR on manager motivation for their choices of CSR projects, stakeholder interpretation of the CSR projects and manager motivation, as well as antecedents to CSV will contribute to the existing body of literature to better understand what is the correct path to take to achieve mutual value creation and sustainable benefits for mining companies and communities, equally. Such an achievement will mean a step forward in addressing the socio-economic alterity currently experienced across the mining industry and the country.

Research Strategy

The research strategy implemented was a qualitative thematic analysis of interviews using the transcripts from each of the interviews conducted. The raw data from the interviews will was categorised into a framework of key emerging codes and themes (Thomas, 2006). From the codes and themes, relationships could be identified and further explored. The process allowed for a clear description of the key emerging themes that address the set research objectives. For the South African mining industry context with history of conflict and inequality, it was essential for the strategy to allow for the social actors to elaborate freely.

Time Horizon

The study was a cross-sectional study due to time constraints. The study had to be completed over a five month period as well as the nature of the constructs being

explored landed it in the cross-sectional domain. A snapshot view from the pertinent social actors provided sufficient data for analysis and for the exploration of the research objectives and questions set out. For these reasons, a longitudinal approach would not have been suitable for this study.

Techniques and Procedures

The data was collected via face to face as well as virtual semi-structured interviews with the social actors (mining operations leaders and CSR functional leaders, community leaders and local government leaders). Virtual interviews were preferred based on the impact of the COVID-19 pandemic at the time of the study. Where virtual connecting could not be possible, face-to-face interviews were conducted, observing all COVID-19 protocols and controls. It was imperative that the interviews were conducted in an environment that was conducive and familiar to the respondent, to provide a sense of security and comfort.

This technique was adopted since it aligns with a strategy used in a similar type of research by Louise & Alison (1994). Semi-structured interviews provide the correct technique for the exploration of the perceptions and opinions of respondents, also giving flexibility for clarification of the points made (Louise & Alison, 1994). Each respondent was asked to give consent for the interview to be voice recorded, along with written confidentiality confirmation to establish trust prior to the interview starting (Booth, Gould, & Nuttall, 1991). The voice recordings were then later transcribed for coding purposes.

4.3 Population

Integrative theories of CSR argue that businesses depend on society for their existence, continuity and growth, and social demands are a means of interaction with business to give certain legitimacy (Garriga & Melé, 2004). This view is further echoed by Porter & Kramer (2011), who point out how critical it is that companies understand the broader business environment surrounding their operations so they can create economic value through creation of societal value. Despite the consensus between these scholars on the role of business in society, developments in CSR have highlighted the impotence of recognising that various stakeholder groups will

behave and relate differently to the firm (stakeholders are not necessarily a unified collective) (Wang et al., 2020). Coherent with these views on the role of various stakeholders, the governments, NGOs, companies and community members have essential roles to play when they align towards a common goal (Pfitzer, 2016) - a movement Pfitzer terms the collective impact (2016).

The congruence in the CSR and CSV theories highlights need for business and society to be more collaborative. This, therefore, suggests that the approach taken to close the literature gaps identified needed to be inclusive. The approach allowed for a broad conversation with the social actors who constitute primary stakeholders in this study. The population for the study included mining organisation leaders, host community leaders and representatives of local government in the municipalities in the four identified municipalities in the Northern Cape (Joe Morolong, Gamagara, Tsantsabane and Ga-Segonyana). The selected population enabled for the research objectives to be explored thoroughly and research questions to be answered.

4.4 Unit of Analysis

Graneheim & Lundman (2004) cite the unit of analysis as an object of study. In this study, the unit of analysis is the social actors that have been identified as integral to the exploration of both the CSR and CSV constructs. As earlier indicated, the study was exploring the effect that internal and external drivers of CSR have on the CSR activities that managers in mining companies embark on. Further the study explored how the primary stakeholders interpret these CSR initiatives, in an effort to start charting a pathway towards CSV as a more sustainable approach. The main social actors in the study are the mining companies, communities and government.

The subunits of analysis will be the mining Operational Managers and CSR Functional Leads (the company), community group leaders and traditional leaders (community) and the members of the local municipality office and the Department of Mineral Resources – Mineral Regulations Department (government) that are involved in the assessment, approval and monitoring of CSR projects by the mining companies. It is in the context of exploring pathways to operationalise CSV that these actors are chosen as units of analysis.

4.5 Sampling Method and Size

The study selected a sample that provides the ability to answer the research questions using judgment. Non-probability sampling techniques were chosen as the best sampling method, especially for qualitative data collection techniques such as structured interviews (Saunders & Lewi, 2018). Of the various non-probability sampling techniques, the purposive sampling allows for a selection of a small sample of those with the required knowledge and skills to best respond to the research questions Saunders & Lewis, 2018). It is for these reasons that the study adopted a non-probability purposive sampling method as the method that best suited the exploration of the research objectives.

The social actors selected to participate in the semi-structured interviews needed to be individuals that are well versed with the subject of CSR, with clear views on the subject and had to have some level of authority in their area; viz the mine, community or government. Level of authority in this context refers to the power to take decisions on which CSR projects should be implemented and why (mining companies) or directly or indirectly impacted by the CSR decisions or projects (community leaders) or involved in approval and monitoring of CSR projects by the mining companies (government). The criteria for selection included a requirement that the social actor must be currently involved or have been involved in the past three years. The three-year period was to allow for the inclusion of the actors who may have served in previous government administrations or in community leadership roles.

As indicated, the three municipalities that were chosen for the scope of the study are; Joe Morolong, Gamagara and Ga-Segonyana municipalities – see Figure 3 depicting the map of the district. These municipalities fall under the John Taolo Gaetsewe District (JTG), with seats in Mothibistad, Kathu and Kuruman, respectively. JTG is one of the five districts in the Northern Cape province of South Africa. The JTG district boasts of the largest manganese resource deposit, iron ore deposits, iron smelter and manganese smelter. The players include big multi-national corporations (MNC) like Anglo American's Kumba Sishen Mine, South32 Manganese operations, Assmang, United Manganese of Kalahari (UMK), Tshipi Borwa, Kudumane, Kgalagadi Manganese and other small scale miners in iron ore, manganese, clay, salt and sands (Jetse, n.d.).

Figure 5: Map of the John Taolo Gaetsewe

Demographically, the JTG district comprises of approximately 84% Black Africans and above 85% of the population is Setswana speaking. Traditionally, the district falls under the leadership of five traditional authorities (chiefs), who represent a number of the villages in the district. These traditional authorities still enjoy a lot of support from the community members and, therefore, have considerable authority and power to influence. Even though the chiefs are respected and have a key role to play as social actors, the dynamics in the shift of power due to community groups and forums have proven to challenge authority and views from the tribal fraternity. The difference in views and approach from these diverse primary stakeholder groups needed to be captured as part of the study.

Purposive sampling techniques were used to select a heterogenous sample based on the accessibility of the key social actors.

Guest, Bunce, & Johnson (2006) claim that although literature clearly outlines the importance of reaching saturation in purposive sampling, there is no clear guidance for determining sample sizes for purposive sampling. Despite these sentiments by Guest et al., saturation is a an important element of rigor that must be declared by the researcher and it must demonstrate the building of rich data with the researchers process of enquiry by attending to scope and replication (Morse, 2015).

With a full recognition of the theoretical grounding of the saturation theories, including the works of Morse (1995), the study had 11 respondents. Saturation was reached by interview 8, however, the balance of the interviews were conducted to confirm saturation. The sample constituted of five mining company representatives (three operational managers and two senior leaders heading Corporate Social Investment functions), three community forum leaders, a local village chief, a municipal manager, and a representative from the Minerals Council of South Africa (an industry employer representative body). See Table 2 for the study respondents' list.

4.6 Measurement Instrument

The measurement instrument used for the study was semi-structured interviews, with a predetermined set of questions. The research objectives were alignment to the research questions and then used as a basis for the design of the semi-structured interview questions. An interview guideline was developed to assist the researcher to navigate through the interviews. The selection of the semi-structured interviews as a measurement was motivated by the fact that the study was aimed at getting in-depth views from the respondents and there was a need to allow for follow up questions. The varying views and perceptions of the respondents provided richness to the data set that was later analysed. Unstructured interviews would have been too informal for the set objectives, thus inappropriate for the selected sample of social actors.

In the subject of trustworthiness of the study, scholars have shared opposing views whether qualitative research should only use credibility, dependability and transferability as opposed to validity, reliability and generalisability (Graneheim & Lundman, 2004). To provide clarity, Borrego et al. (2009) provide a criteria table that can be used for qualitative and quantitative study quality assessments. According to Borrego et al. (2009), credibility means establishing that the results are credible, and

dependability means that the researcher can account for the everchanging context within which the research is taking place. In coherence to these views, Graneheim & Lundman (2004) note that credibility is given by how well the researcher manages to focus on the intended aspects, supported by a sense of confidence in the thoroughness of the data collection and alignment of the analysis process.

The selection of the respondents was done such that there was diversity of thought and experience, to aid the richness of data to answer the research questions. Credibility was further be maintained by the use of the semi-structured interviews, to allow for a structured flexible conversation. The third aspect that had to be managed closely was the meaning units. If meaning units are too broad or too narrow, various meaning can be derived or meaning can be fragmented Graneheim & Lundman, 2004).

Another approach that was then adopted to aid the trustworthiness of the study was to conduct a test on two respondents, one from a mining company and another from the community groups. The pilot interviews were much shorter in duration and were seeking to test the clarity of questions. Feedback from these pilot interviews was then used to refine the set of questions, making then more open for discussion as opposed to short answers that do not extract much meaning. This step assisted in refining the questions and the interview guideline. The pilot interviews were not recorded or transcribed, thus do not form part of the harvested data.

4.7 Data Gathering Process

The process of data gathering selected needed to address the objectives of the research. Data was collected from the face to face and virtual semi-structured interviews. Personal interviews as a data gathering process provide the researcher with a number of benefits, including, avoidance of poor response rates normally experienced with questionnaires, non-verbal indicators can be observed during the discussion to gauge the validity of the response and the researcher will be able to explore the respondent's attitude, motives and beliefs (Louise & Alison, 1994). Virtual interviews were in a sense then limited in some of the personal aspects advocated for by Louise & Alison (1994). Though this may have been a limitation in terms of

personal observations, this did not affect the quality and validity of the data collected from the virtual interviews.

See table 2 for the list of all the study respondents. Appointments were made with all the selected respondents. The interview appointments were arranged over telephone, and where possible diarised electronically. The initial call or email was used to gauge and confirm willingness to participate, while providing the potential respondent with detail on the background of the study and the objectives the study seeks to meet. Once an interview was confirmed, the respondent received a confirmation email or text.

Table 2: Research Respondents List

	Representation Group	**Position or Role**
Respondent 1	Mining Company A	Corporate Affairs Manager
Respondent 2	Mining Company D	Operations Manager
Respondent 3	Mining Company E	Corporate Social Investment Manager
Respondent 4	Community Forum	Chairperson of Youth and Women Employment Forum
Respondent 5	Community Forum	Secretary of Business and Employment Forum
Respondent 6	Mining Company B	General Manager and Board Executive Member
Respondent 7	Community	Village Chief
Respondent 8	Mining Company C	Operations Manager and Board Member
Respondent 9	Mining Companies	Minerals Council of South Africa Senior Manager
Respondent 10	Community	Political Party Leader and Community Forum Activist
Respondent 11	Government	Municipality Manager

Due to COVID-19 restrictions, most of the communication had to be digital or over the phone, with limited personal contact. To protect the confidentiality of the respondents, a consent form was read and signed prior to commencing with the interview process – See Table 2 for the respondents' details. With the interviewee's permission, the researcher audio recorded the interviews and later transcribed them (Polkinghorne, 2005).

4.8 Data Analysis Approach

From the transcriptions collected in the data gathering process, a structured rigorous thematic analysis methods to analyse the interview data was employed, with the goal to answer the research questions and meeting the objectives (Braun & Clarke, 2006). Thematic analysis methods can be used to identify, analyse and report themes within the data set, and sometimes referred to as content analysis (Braun & Clarke, 2006). Concurring to the views on the analysis method, Thomas (2006) asserts that a general inductive approach for analysis of qualitative data helps the researcher to establish clear links between the research objectives and summary finding that are derived from the raw data. The approach followed, therefore, followed the guidance as provided by Braun & Clarke (2006) and Thomas (2006), using thematic analysis to establish the links from raw data to themes.

A rigorous and systematic reading regime of the transcripts was adopted to aid the formulation of the themes. Text was then be coded to enable linkage of relationships between the codes , as suggested by Thomas (2006). The coding was done using computer aided qualitative data analysis software, Atlas.ti.
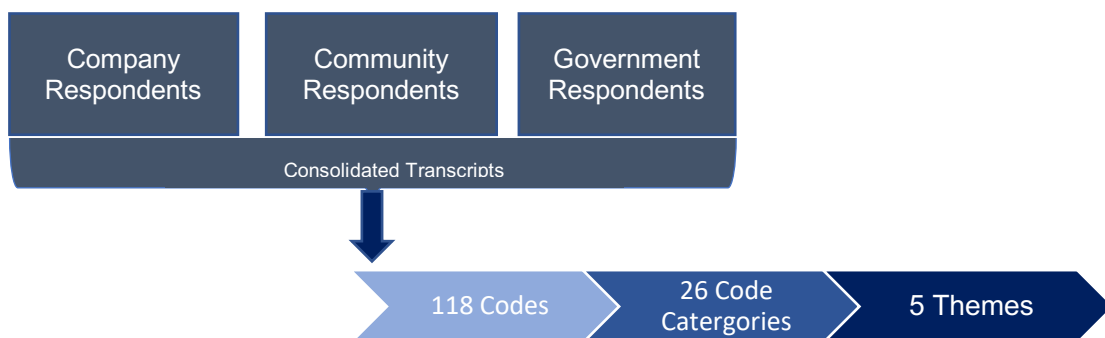
This heuristic approach of coding helped to condense the data such that it could be looked at and analysed in a new and different way, in pursuit of answering the

research questions (Graneheim & Lundman, 2004). To ensure structure is maintained for quality analysis, the six-step guideline on the phases of analysis provided by Braun & Clarke (2006) were adopted, in conjunction with the coding software – Atlas.ti.

4.9 Quality Control Strategies

Morse, Barrett, Mayan, Olson, & Spiers (2002) define verification as a process used in qualitative research to check, confirm and making sure that the errors are identified and corrected incrementally as each process step is taken. As data gets collected, an iterative enquiry process was applied into verifying data and no conspicuous errors could be found. The iterative enquiry process can be a back and forth process to ensure that there is better alignment between the questions formulated, the literature reviewed and applied, as well as how data gets collected and analysed (Morse et al., 2002).

These processes described by Morse et al. (2002), were, therefore, applied to ensure that quality was maintained when data was transcribed, coded and analysed. To further aid the credibility of the data, a transcript from one of the company respondents was sent to the respondent to review their own interview. No errors could be reported. This step further aided the credibility of the data collected and analysed for the study.

4.10 Research Ethics

To execute the study as planned, permission to participate in the semi-structured interviews had to be obtained from the respondents. All the respondents who participated were above the age of 21 and were all acting voluntarily, with an option to opt out of the interviews at any point if they felt uncomfortable to proceed. Permission to record the interviews was requested and the consent form would be signed to ensure confidentiality of the respondents. On the basis of these procedures, ethical clearance was applied for and granted by the Gordon Institute of Business Science Ethics Committee.

4.11 Limitations

According to Price & Murnan (2004), the uncontrollable systematic biases that affect the final study results constitute the study limitations. This definition of the limitations of a study was used as a lens to outline what the limitations of the study are:

Effective communication was crucial to the success of the data collection process, when the semi-structured interviews were conducted with various social actors. Self-reports as evidence have inherent limitations since they are dependent on the respondent's ability to reflectively discern and communicate what is important and pertinent to the conversation (Polkinghorne, 2005). In this study, the quality of the data collected was dependent on the respondents' abilities to discern and share their various experiences in the areas of CSR and antecedents of CSV. Over and above the clarity of message, language could also be a barrier. With some of the respondents not being First Language English speakers, some of the discussions may have not been fully comprehended, as such, the internal validity of research may be impacted (Price & Murnan, 2004).

Borrego et al. (2009) warn researchers that careful consideration must be taken to not attempt to generalise the findings of qualitative studies, but their research must place the burden on identifying appropriate context of transferability to the reader of the study. It is for this particular reason that the limitation of this qualitative study does not seek to generalise the findings from the data analysis but recognises hat the data may be limited to the mining context in the Northern Cape or other transferable similar contexts.

Chapter 5: Results

5.1 Introduction

The purpose of this study was to explore the effects that internal and external drivers of CSR have on mine management motivation for the choice of CSR projects and how these choices are interpreted by the primary stakeholders. Further, the study also explored the antecedents to the operationalisation of CSV in the context of South African mining companies and their surrounding communities. the research will be conducted in South Africa, in the Northern Cape Manganese fields, outcomes of the study can be applied in other provinces within the country, as well as other developing economies with comparable contexts to South Africa.

The study used non-probability purposive sampling method in pursuing the research objectives and questions. Face-to-face as well as virtual semi-structured interviews were conducted on the total sample size of 11 participants. The data collected form the interview recordings was transcribed then later analysed using Computer-Aided Qualitative Data Analysis Software called Atlas.ti.

5.2 Codes, Categories and Themes

A total of 118 codes were generated and acquired during the transcription and thematic analysis of the semi-structured interview transcripts. These codes were then categorised into 26 code groups, from which a total of 5 themes began to emerge. The summary of the codes, code categories (groups) and themes is depicted in table 3. The following sections describe and discuss the themes that emerged from the thematic data analysis. The themes are discussed in relation to the research questions.

5.3 Research Question 1: Internal and External Drivers Influencing CSR Project Choices

Research Question 1: What are the external and internal drivers of CSR that influence the choices of CSR projects that managers embark on in the mines?

Four themes emerged from the 6 code categories, in relation to the first research question. The number of codes, the code categories and themes are summarised in table 3. The respondents were asked broadly what their views are on mining company choices of CSR projects and whether these projects have indeed made an impact to the communities. The respondents demonstrated that compliance to legislation is a significant driver to companies pursuing CSR projects in their host community areas. Further, mines are driven to ensure that their licenses to operate are protected, while taking some accountability for stimulating the economy. There were strong views to suggest that the communities also put pressure on the mines, since there are glaring capacity and capability gaps in the different spheres of government.

Table 3: Research Question 1 Thematic Analysis Results

Code Category	Theme	Links to Research Questions
Legislation and Licence to Operate	External Motivational Drivers of CSR	RQ1
Self-serving Interests		
Response to Socio-economic Challenges		
Capacity and Capability of Government to Provide to the Needs of Communities		
Ownership structures	Internal Motivational Drivers of CSR	RQ1
Life cycle stages of the business		

The themes that emerged from the first research questions will now be discussed.

5.3.1 Legislation and License to Operate

In response to the question of the drivers of the choice of projects, the respondents were in most cases in alignment to each other on the view that the mines only comply because they are forced to by legislative requirements. There was a strong view to suggest that the initiatives taken were not out of the goodness of the mine leadership but a means to attain and retain the mining licenses. The need to comply for

legislative purposes was equated to a tick-box exercise, where mines do just enough to ensure that they are within the expectations of the legislators. The comments from the respondents below attest to these assertions:

"We tend to do what is required of us. So if I comply with Mining Charter, if I comply with what is provided for in the SLP that I submitted as part of my license to operate and part of my open mining right and the Department of Minerals Resources and Energy comes to do an audit and I get ticks for everything, then I'm fine".
(Respondent 7)

"Through the IDP process where communities are involved but not really. They are consulted but you know, it's almost an exercise again, it's compliance. You bring them together. You say okay guys, you tick your box and then that's it. Once they are gone, they are gone. So that's serious the issue".
(Respondent 1)

"So, with community development being legislated in the Mining Charter and then with us having to do social labour plans, we began to see a lot more resources being channelled into that"

(Respondent 7)

"Like I said, it's a regulated space so we know what we are meant and not meant to do and with that said, not by any way saying that you know, we just go by the requirement just to tick the box, the loss is this and therefore we get It".

(Respondent 3)

Reflecting on some of the conversations Respondent 4 had had prior to the interview, it was evident that the role played by the mines is challenged by the communities. There is a need by the communities to try and bridge the divide between the mines and community structures, in an effort to have the community viewed as a stakeholder by the mines, not as an illegitimate beneficiary of philanthropic activities.

"Now we then have to try and bridge the gap and try and create our own legitimacy."

(Respondent 4

5.3.2 Self-serving Interests

Other respondents' views showed that the mines are complying and committed to the tenets of CSR for their own benefit. This would make the mining companies act as though they care about the communities, whereas the motivation is self-serving as opposed to the upliftment and sustainability the communities. Examples given were those relating to the exploitation of available labour in the communities as well as the issuing of scholarships and bursaries as part of building the companies talent pipeline. The issue of self-serving CSR was highlighted by some of the comments from the respondents below:

"I think 2002, 2004, we began to see then the legislation of community development. I mean in the past you know; we had the Company A's of this world you know, offering bursaries and so on, but primarily to feed their own pipeline".
(Respondent 7)

"I was expecting that in the area or the mining and so on, they are there to help us. Because they are using our own children, they are using our own people. Our people are getting hurt and they are dying some of them"
(Respondent 5)

"And that, I think, is something that is recurring over the years, over the years. Even the same community would later say, "Ag, these people were just maybe manipulating us, or using us for their own business interest."
(Respondent 9)

Respondent 5 provided some deep insights into how the perceived capitalistic nature and approach of the mining companies has impacted the community. The strong links to sustainability and safety at the mines was the indicator of the deep scars that the community leaders carry, which was evidenced by the lack of trust. The feeling of being manipulated and used was indicated.

5.3.3 Response to Socio-economic Challenges

The high rate of unemployment that is faced by many South Africans was identified by the respondents as one of the drivers or motivations making mining companies

implement CSR projects. The mines feel a need to create job opportunities for the people from the local communities where they operate. The views of the participants indicate that the mines, with the limited capacity they have, still do try to adhere to the CSR principles when it comes to job creation for the local communities.

"I think the guys are, with all this unemployment rate that has now increased, the guys are starting to realise that, you know what, actually we need to knock on the mines and we cannot be hungry, and sitting here, and we've got all the mines around, and we're not really benefiting. According to them, they're not benefiting"
(Respondent 2)

"And then the town, which is not even more than two-kilometre length, yet that's the situation. Unemployment is very high. People in the JTG they depend more on grants."
(Respondent 4)

There is recognition that there may very well be misalignment between the mine requirements in terms of skill compared to the skills that the community member have. The view from the respondents was not to coerce the mines to employ people who do not have the requisite skills, but to have a recognition that there is a gap, and the gap needs to be addressed collaboratively to address the high levels of unemployment issue. This view was best captured by the community and forum leaders where they put a challenge as to why the mines only employ low-skill individuals and none of the leadership comes from their communities.

"Yes, maybe we do not have a skill, but what are we really doing? If let's say, we look at this issue of unemployment, because I think the language also has to change, to say that you going to only hire the low-level skill. Why cannot, why can't we have the mine manager coming from this community?
(Respondent 2)

"But we have always said that you can only employ people from outside based on a critical skill which you can't find in the region"
(Respondent 4)

There is also an outcry from the community business leadership forums for the parties to come together and define a new approach. The new approach, according to Respondent 3, should address the issue of skill mismatches. These assertions are aligned to what the other respondents highlighted when talking to the issue of high levels of unemployment.

"So, on a nationwide challenge we are faced with unemployment, we've got skills shortage and actually not to say skill shortage but rather skills mismatch. So, what the mines require is not necessarily the skills that the community people possess"
(Respondent 3)

Communities have high expectations from the mines to help advance the economy of the municipal areas as well as improve the living condition, through the provision of services, infrastructure and facilities. This was evidenced by the comments from the traditional authorities' group, the political leader and activist, the municipal mayor as well as the leaders in the business form.

There was a strong view across all primary stakeholders and mining company representatives that the communities are justified to put across certain demands, though views varied as to how that pressure must be exerted. Unanimously, the respondents agreed that mines do have a duty to listen and cooperate with their primary stakeholders.

"Company A and Company B invested in the railway line you know, from Sishen to Saldahna, so it wasn't Transnet on its' own, but obviously you know, it helps them because they needed to move the red stuff down to the ocean, so there's a lot that we do as an industry, but it does not meet the needs on the ground"
(Respondent 7)

"But you know like I said, it's a basic economic principle. There is limited resources and the higher demands are empty promises and you know the resources that we have they cannot meet all the demands".
(Respondent 11)

"So, the impact is, the power of the impact is in the collaboration, in doing things

together, so that we can cover better ground. So, what I guess I'm saying is that
the response should be a much more collaborative type response in unity with
other mines, rather than individual mines responding".
(Respondent 1)

Respondent 11 articulated a basic economics principle, to make a salient point on resource availability versus the demands that exist in the communities. Even though the mining companies are doing what they can do to contribute to local communities, the problem is that the demands are far exceeds the capacity and resources that the mining companies have. There was a strong view amongst all respondents that the is a need to collaborate, so that the use of the limited resources can be better prioritised.

5.3.4 Capacity and Capability of Government to Provide to the Needs of Communities

Pertaining to the rendering of services by local government, there was a strong view from the respondents that government currently suffers from two challenges; firstly, the lack of capacity and resources to deliver, and secondly there was a sentiment to suggest that incompetence is also a factor. Two of the respondents connected the history of mining in context of the country dynamics very well; noting the due to the plight of the majority of the black South African, the communities that surround the mines constituted of migrant workers and those who were looking for employment in the mine.

The mining villages and hostels would predominant accommodate black employees, and white workers would live in the mining town houses. the approach, according to the feedback from respondents, was that of extracting mineral resources and not so much caring to develop the infrastructure and stimulation of the local economies. This can be evidenced in the comments below:

" The history of mining politically and socio-economically has always been that of
resource extraction with nothing being left behind. A lot of mines were built around
mine villages."
(Respondent 9)

" So, because they cannot provide efficient services in the way of community and they don't, even when the communities actually approach them and try to get things resolved, because of the capacity constraint of the municipalities"
(Respondent 1)

So, we have seen some rapid development that takes place as mining develops, a lot more than what the mine can handle, provide for and definitely a lot more than the municipality that is hosting that mine can you know provide. So, we end up with informal settlements.
(Respondent 9)

The issues of influx to the areas where minerals are found and exploited is historical, dating back to the times of Kimberly, Welkom and Johannesburg. The respondents indicated that as a result of the growing numbers of people in the areas surrounding the mines, the infrastructure and services are inadequate to ensure supply to all community members.

The incapacitation and incompetence of the local government to provide the communities with the services is another factor that drives the mining companies to engage in CSR implementation. The communities seem to have lost trust in the government. So, communities turn to the mines to help them with the services that the government is not providing. In the study, most of the participants mentioned that they do not trust the government anymore. The respondents feel that the government has failed them.

"as long as there is less service delivery, they will then just require more and more from the mines because the mines look like the richer brother compared to the Government".
(Respondent 1)

"If you look at, let's say economies or sectors or other provinces that do not have mining as their primary production, they actually boom. They grow, there are jobs, there is less poverty but where there is mining, it's like the government holds back or the funds are then rerouted to other purposes and the burden is just left on the

mines"
(Respondent 11)

Since the government I mean I do not want to talk too much about the government because they have literally failed us . . . So really, we don't want to think government anymore, to be honest, it's depressing to think government, as we speak. It's depressing to think government".
(Respondent 2)

The burden that the local government structures cannot carry is then carried by the mines. How this happens, according to the respondents, is that the community members close the mine gates or roads leading up to the mines. The mines would then be compelled to respond to the issues that government is failing to address.

"They do not give us those things. I have tried many a times that they should do it to us but what answer do I get from them is that they do give it to the municipality and the municipality don't contribute with us here. They do not give us anything here".
(Respondent 5)

"One of the main reasons is the lack of service delivery in the areas, in general actually, in South Africa. In municipal areas in South Africa. Particularly, with the less capacitated municipalities. So, because they cannot provide efficient services in the way of community and they don't, even when the communities actually approach them and try to get things resolved, because of the capacity constraint of the municipalities"
(Respondent 1)

What was interesting to observe was a balance between the respondents who spoke of the capacity issues from a place of concern and a will to find workable solutions to capacitate the local municipalities, and those who spoke from a place of having lost all hope that the broken system can be fixed. The company representatives and government representatives were more understanding of the capacity issue, while the community-based respondents opted to distant themselves from conversations pertaining to local government.

" Their equipment and the pumps are causing sicknesses. People are dying here and where does it come from? It is because of the lack of medicines and the municipality does not even participate in that clearly. People are fighting for electricity, people are fighting for the roads, people are fighting for the water"
(Respondent 7)

"Now, if you flip the coin you will say municipalities should host forums, municipalities have their own problems"
(Respondent 4)

"Part, our counter-parts, the municipalities, don't have the capacity and therefore we end up in that cesspool, almost, where we're putting money".
(Respondent 1)

"And the reason why municipalities are also not really taking charge, is because of also their internal politics".
(Respondent 10)

Though not common across many of the respondents, there was a sentiment that politics do play a role in the competence of the government of the day. A similar sentiment was shared pertaining to budget allocations and strategic issues that can influence the future state of assets and municipal infrastructure. The issue of the impact of internal politics was also criticised at length by Respondent 5, the Village Chief, citing actual incidents and events where the community failed to benefit from the allocations from the mines' projects.

5.3.5   Ownership Structures

The issue of mine ownership structures and the influence of the ownership structures was not very common among the respondents. However, three of the respondents highlighted that ownership structures do have an impact on the community investment strategies that a mining company has.

" Certain mining houses or mining companies which, it's not just about maintaining a licence to operate, they also want the licence to grow if you want to call it that."

Going further into the issue and making a contrast between the South African based investors compared to international investors, Respondent 8 went on to say;

"… let's say we were obtaining our funding from the IDC, there's a certain sustainability report type of stuff which is going to support that this is something that the IDC should be investing in. Company C are like sort of in a space where a lot of our sustainability report is around type 2 emissions, type 1 emissions, moving away from fossil fuels. This is the sort of stuff that the international investor, the pension fund that's sitting in a European country is interested in."
(Respondent 8)

From Respondent 8's view, a distinction can be made between companies that have investors that are based in the country compared to international investors. Respondent 8 made an example of the Investment Development Corporation (IDC), which is a South African government owned finance institution that focuses on projects that promote economic growth. According to Respondent 8, a mining company that has the IDC as one of their investors will be highly likely to have more robust CSR projects, compared to foreign owned mining companies.

The argument presented here is that foreign investors cannot relate to some of the grassroot country challenges, like inequality, poor living conditions, lack of services and inadequate infrastructure. Hence, foreign owned mining companies will likely go for the big picture initiatives like decarbonisation and climate change, which their investors relate to.

The views from Respondent 8 were echoed by Respondent 3, who questioned the powers that the mining operational managers have. Respondent 3 noted that the real owners of the mines, the investors, are not often in the media but they hold the power. These investors are the main decision makers. Managers are mere agents that act on behalf of the main principals, so, one cannot judge them entirely for the lack of CSR strategies that address pertinent community issues.

" And if you see it as a manager you might have certain power vested in you, but

you stand by the company position. You stand by the company decision; you
stand by the company vision. So, you use your business mind and not your EQ
mind."
(Respondent 3)

The ownership dimension was further extended by Respondent 10. Respondent 10 concurred that the General Managers that operate the mines are agents, however, pressure has to be exerted on them to enforce the change. Respondent 10 is of a firm belief that due to the complexity of the relationship between the principals (owners and investors) and the legislators, it is, therefore, impossible to hold the mining companies to account. The reasons put forward are that the political figures that own or have substantial stakes at the mines are also the main players in government. This means that they act as player and referee at the same time.

" We cannot get Government support in this .... Go and look into this line and
check who are the mineral holders? . . . And the corruption that is happening in
Government, possibly because of the board of directors are the very same people
in Government. So, they escalated this down to the private sector. And you
cannot blame them, because of they are the owners of it."
(Respondent 10)

Despite of the varying reasons behind the rationale for the lack of community investment, it was evident that some of the respondents felt strongly about the impact that ownership structures have on strategic issues such as CSR. The challenges that mine operational managers face were articulated, highlighting the dynamics of power and influence on community-based investment strategy.

5.3.6 Life Cycle Stage of the Business

Respondent 2 highlighted the fact that the stage at which the business is, will influence the decisions being made in terms of investments to the community. The investments may be in a form of supplier development, employment opportunities or other CSR initiatives. It is an accepted norm that mines that are still in development and growth stages will have opportunities for employment, supplier incubation and there will be healthy investments to the surrounding communities in terms of CSR. According to Respondent 2, most of the mines in the area where the study took place,

are now towards the end of life and some at steady state. As a result of being in steady state, the focus is on maintaining current performance and sustain the businesses through various price cycles.

"We are, most of the mine sisters, they just look at Mines X, Y& Z, you know. Yes, you are having few mines that are still ramping up like your Mine A, B and C, might be still ramping up, Mine C might be still ramping up, but then really, if you look, most of the mines, even if you're doing a project, it's really difficult that it is going to make an impact.
(Respondent 2)

With growth, comes new opportunities. The growth pipeline seems to be narrow, hence no new opportunities coming through. Respondent 2 believes that there is a link between the stage at which the mine is and its ability to participate in the creation of community-based projects.

" I mean, we're not doing projects that's going to take us to, you know, 2050, 2060. I haven't heard of many of those projects, so the fact that the mines are on steady state"

5.3.7   Summary of Research Question 1 Results

In summary, there is an array of drivers that motivate the mining companies to pursue certain types of CSR initiatives. These range from external drivers like legislation and community pressure as a result of dire socio-economic conditions and living standards, or internal drivers like self-serving interests and ownership structures. The respondents demonstrated strong views on the competence and capacity at the local government structures, but also equally recognised the impact of the country's past. There is a sentiment that politics may very well be playing a role in the quality and extent of service delivery, however, the mining companies still are viewed as the "big brother" and the go to place for communities.

5.4 Research Question 2: The Primary Stakeholder Perceptions of the Status Quo

Research Question 2: How do the primary stakeholder perceive the current initiatives that the mines have or are embarking on?

See table 4 for the overview of research question 2 thematic analysis results. The purpose of the second research question was to establish how the primary stakeholders interpret or perceive the CSR initiatives embarked on by the mining companies.

Table 4: Research Question 2 Thematic Analysis Results

Code Category	Theme	Link to Research Question
Lack of job and business opportunities	Community Perceptions	RQ02
CSR initiatives lack impact		
Lack of collaboration and community engagement		

The research question was developed to specifically capture the views of the community leaders and government leaders. However, it was also posed to the mining company leaders. Of interest was that the views from both the company representatives and primary stakeholders were consistent. There are 3 key code categories that were identified for the second research question, from which the theme of community perceptions emerged. Table 4 gives a summary of the code categories as well as the themes that will be discussed in detail.

5.4.1 Lack of jobs and business opportunities

The respondents of the study demonstrated discontent with how the CSR projects have been selected, communicated and executed. Firstly, there was a strong view that the local communities are facing severe challenges with unemployment and inequality. The local economy is not stimulated to grow and the monies from the mines turn to leave the local communities and only contribute to growth in other parts

of the country. Respondents 9, a government representative, having dealt with a protest action by the community earlier on the day of the interview, expressed his sentiments by stating that the communities were urgently looking for business development opportunities with the mine.

"No, it's not that, but I think it's just a hard-line approach mostly from your interest groups that are saying to be representing communities, but actually also we have picked up, whether right or wrong, is not my call, there's also an element of business interest"
(Respondent 9)

These sentiments were put forward quite strongly by the members of the business forums. There seems to be some level of difficulty in accessing the procurement processes of the mines. A lot of red tape exists, and often, the respondents believe that one has to have contacts and connections in the mines before they can be able to tap into the opportunities for business with the mines. It is broadly on this basis that the forums have emerged and gained ground in these mining communities. Their objective is to close the gap that exists between the mining companies' procurement offices and processes, and the local entrepreneurs.

" They are struggling to engage with the mines, so we want to be that link because we have got the contacts, we know their drills we know how to get there, so we want to be that link."
(Respondent 4)

Moreover, the respondents expressed dissatisfaction with the sourcing of contractors from outside the province, and at times, the use of companies owned by foreign nationals. Though it can be argued that there may be a shortage of certain skills in the local communities, Respondent 8 was very adamant in suggesting that a compromise be reached in such circumstance. Local unskilled people can be granted opportunities to work with the skilled people from outside the province. This, in turn might raise a need for the mining companies to provide skills development programmes to the local communities, in that way the impact of the CSR will be felt.

"A company will be based in Gauteng. They get a tender here and then they come

with fifty people to come and work here? Some of them all they have to do is just driving, general worker, you know, boiler maker technician. They are the things that are here".
(Respondent 8)

There is a fine balance that was articulated by the respondents, between the upskilling of the locals, the skills transfer initiatives, granting of business development opportunities and direct employment at the mines. As business leader looking after the interests of women and disabled persons, Respondent 5 expressed the need for local entrepreneurs to focus on job creation, working with the mines to uplift the unemployed youth and the disabled.

"It's about can we get jobs or not? Ja, so the issues are very deep-rooted. This area is rural."
(Respondent 5)

" Unemployment is very high. People in the Kuruman, they depend more on grants. And except that it will be those that are working in the mines. But not only that, there are lots of people who are coming from outside and that has been our concern."
(Respondent 10)

Though the issues of local sourcing were discussed at length, a different perspective was brought about by Respondent 2. Respondent 2 brought up an example of disguised nepotism, seeing that some of the opportunities that do arise, get allocated to those who are close to the decision makers. According to Respondent 2, people from other provinces come to the mining villages and towns, use the local addresses to apply and they get hired "as locals". When this happens, it further exacerbates the pain that the locals are feeling, while the mining companies are under the impression that they employ local. The example below was given:

" Mr X is a supervisor in one of the mines. They're looking for operators. Mr X will get his cousin to come and stay in Kathu with him and change the residential address, and take it down to HR. When HR says we are looking for operators, local, they see Mr X's cousin, you know, is local, Reebok Street, or whatever, in

Kathu, and they hire Mr X's cousin, but Mr X's cousin actually is coming from

either Nelspruit, or he's coming from Pretoria."

(Respondent 2)

A similar sentiment was shared by Respondent 10, pertaining the awarding of tenders and contracts at the mines. From Respondent 10's view, there are no local office bearer in procurement and HR from the local communities. Since it's only people from outside the Northern Cape Province, it is, therefore, highly likely that the local companies and people get ignored and not considered for contracts.

" That is why this thing is happening, you see. If we're having a procurement

people from here, they'll understand that indeed we need to consider the local

people. So, these procurement people for obvious reasons, they will import their

own friends to come and work here."

(Respondent 10)

" So, the fact that the mines are on steady state, meaning that we don't have,

actually, employment opportunities completely."

(Respondent 2)

There was a connection brought yet again between the scarcity of jobs and the life stage which the majority of the mines are at. Again, it must be stressed that though the steady state challenge may be legitimate, there was a genuine view from the political leader, Respondent 10 that some of the recently opened mines took the initiative and involved the forums in sourcing their contracts and for employment.

5.4.2 CSR Initiatives Lack Impact

It was evident from the responses that community members desire impactful implementation of CSR projects. Firstly, the general sentiment from the primary stakeholder group is that the previously completed projects have not been impactful and have rarely made a difference in the people's lives. Secondly, there was a considerable amount of commentary that suggested that visibility of the projects and work done by mining companies was poor and lacking. Thirdly, the challenge of sustainable solutions was also raised. These three perspectives will be discussed in turn.

Some of the Respondents from the mining companies indicated that there was a varying degree of commitment from the mining houses; some of the big corporates do show some level of commitment into the projects they embark on, while a good majority of the other medium to small players turn to keep a low profile.

"Yes, I think others, the big ones, your Company B Group, your Company A, but with the small mines that I just imagine, they are not really assisting they are not really committing"
(Respondent 9)

"There's a lot of areas where we could have done a lot better than where we are now."
(Respondent 1)

Respondent 1 provided context, where she compared South Africa with some of the other African countries where she has worked. In her view, South Africa has an abundance of resources, however, these resources are misappropriated, abused and at times misallocated. There was strong sentiment that a lot more can be done with the currently available resources to make a meaningful impact in the communities. Respondent 2 also concurred with the other mining company representatives, noting that the community still does not feel the impact of the projects they, as a company, have invested on.

" This is the project that I have done at Olifantshoek, and I've done this in Kuruman, and somebody can say, you've done this, but the impact, I'm not sure if the community is making an impact. "
(Respondent 2)

Community representatives, as a primary stakeholder group, also expressed similar views. The respondents noted that mining companies were only happy to invest in small and petty projects like soup kitchens at schools, fencing and a few water tanks. Respondent 5, a village chief, expressed his disappointment on the feedback he had received from mining companies when he was trying to build a school in his village.

However, when the school structure was up and running, the mining companies were happy to donate a soup kitchen.

"I have done Lebang Middle School out of our own pockets. It is only the gold mine that helped us"
(Respondent 5)

The views of other respondents indicated that there are no visible CSR initiatives in their communities. These views suggest that the mines are not doing anything at all to benefit the communities.

"My bra, what I can say to you is that the mines are not responding very early in terms of the Mining Charter in respect of the community"
(Respondent 8)

In support of his statement on the failure to respond by the mining companies, Respondent 8 made an example of the institutional and other global investors that have stakes in the South African mines. According to Respondent 8, anyone who hears about the mineral resources' wealth that a town like Kuruman or Kathu has, they will imagine a well-developed world class town. However, the reality on the ground is on the contrary, due to the lack of financial resource allocation and strategic planning of impactful projects.

"The situation is extremely devastating. If someone was in London and was told that this region has got fifteen mining houses which are making a huge profit, billions and billions, that person will have a picture that Kuruman its one of the toppest town"
(Respondent 8)

Respondent 5, a female entrepreneur who runs her own private primary school also expressed dissatisfaction with the visibility of assistance from the mining companies. These frustrations were aligned to the comments made by Respondent 2, where she highlighted that the disintegrated nature of investments from the mines fails to establish priorities, thus a better allocation of the limited resources. Even though most of the respondents agree that education, health and living conditions are key

priorities, the actual focus of the projects is spread out and there is no concerted effort to channel the focus on a single issue to get it resolved.

"I have tried that with Company B. Asked for a donation. I was building this, the primary school here. I have tried that, and I could not succeed"
(Respondent 5)

Thirdly, there was a view expressed by Respondent 5 that the solutions brought about to the communities are at times misaligned to the needs of the people, hence, they end up as a waste of resources because they cannot be sustained in the communities.

" I was giving them an example about the parks, there was a park in Seoding, beautiful . . . A park in Mothibistad, beautiful. You go there, there is no park. Yeah, why did they do the park, they though okay, this is a township... But that's not what people need."
(Respondent 5)

This last comment from Respondent 5 is an indicator that there is misalignment between the government, the mining companies and the community. On probing this issue further, the respondents indicated that the main issue was the lack of collaboration and community engagement. The emergence of these constructs will now be discussed.

5.4.3 Lack of collaboration and community engagement

Feedback on the question of an inclusive approach, where communities collaborate with the mining companies and government and are also provided timely and adequate information, suggested that the relationship between the parties lacks collaboration and engagement. The lack of collaboration and engagement of the communities appears to have resulted in the breakdown of the relationship, where communities would now distance themselves from some of the projects or initiatives that the mining companies and government are involved in. According to the respondents from the primary stakeholder groups, this lack of collaboration and engagement results in resources being allocated to projects that do not benefit the community or address the needs. As a result, the limited resources are inefficiently

used. These sentiments can be deducted from the comments from the respondents below:

"Then I told them because you don't involve the community? When you come you can come with a very beautiful project that you think can benefit the community. But if you do not involve the community once you are gone, they look at it"
(Respondent 3)

"Yeah. But the communication between the communities and the mines is poor".
(Respondent 5)

It was evident from the responses that the communities would like to be involved in the deliberations and prioritisation of the projects. There was a clear divide between the local government leadership at village level, as an example, the Ward Councillor and the Village Chief did not seem to be working together in resolving the community problem The Chief voiced his unhappiness with the parent-child relationship between them as Traditional Authorities and the Government, citing incidents where they could have better engaged to maximise the utilisation of the limited resources in an effort to advance the living conditions of the village.

5.4.4 Summary of Research Question 2

Research question 2 set out to establish how primary stakeholder perceive the current initiatives that the mining companies have or are embarking on. From the respondents, it was evident that unanimously felt the CSR projects that have been implemented have done very little to stimulate job opportunities and growth of local businesses. The communities feel that even when there are opportunities to grow the local businesses, mining companies still opt for more established contractors from outside the Northern Cape Province. In the main, the initiatives are seen to be lacking impact and at times misaligned to the community needs and priorities. There is a lack of collaboration and proper engagement of the primary stakeholders prior to the initiation and execution of CSR initiatives.

5.5 Research Question 3: Sources of Conflict

Research Question 3: What are the sources of conflict that exists between the stakeholder groups?

The purpose of this research question was to explore what the sources of conflict between the stakeholder groups are. This will help to provide an understanding of what really cause the conflicts that exist among the stakeholders. The main theme that emerged was sources of conflict, from a total of seven code categories. See table 5 for the code categories and the thematic analysis results of research question 3.

Table 5: Research Question 3 Thematic Analysis Results

Code Category	Theme	Links to Research Questions
Inequality Issues	Sources of Conflict	RQ3
Political Influence		
Poor Service Delivery		
Lack of Collaboration Among Stakeholders		
No formal Representative Structures		

This section will discuss the theme of sources of conflict to detail the respondents' views on what the issues are that lead to conflict between the stakeholders.

5.5.1   Sources of Conflict

Inequality

The respondents from both the companies' side as well as the primary stakeholders highlighted how inequality directly impacts on how the relationship between the mining companies and communities eventually plays out. Respondents concede that South Africa is still scarred by its past, leading to the majority of black South African still living below the poverty line. With inequality then comes power dynamics in the relationship, where power sits with those with finances; the mining companies.

Positioning this challenge, Respondent 3 highlighted the fact that the mining operations exists in the midst of poverty and poor living conditions. When people have to face abject poverty, while seeing the minerals in their midst being exported, it awakens emotion.

"So, the frustration comes now when people are not being catered for and our operations are placed in the midst of where poverty is, of where unemployment is, or of where there are no skills".
(Respondent 3)

"I would say at this point communities are more of a taker."
(Respondent 6)

Respondent 6 painting a view that the mining companies are aware of the dynamics in the villages, the local municipalities and the country at large. However, he argued that the mining industry has not taken a serious position on the matter of community development. He argued that mining companies take an approach that aims to quite the noise but doing the bare minimum. Communities are takers. However, Respondent 6 argued that this eventually leads to frustration and eventually conflict.

Though the issue was being looked at, at a local level, there was a recognition that the issues transcend to the national level. The argument put forward by Respondent 11 was that the conflict seen at local level is a function of instability caused by inequality at country level.

"Another issue is also inequality and I know that all of us are very inclined on current affairs, on the day to days of the happenings of the country.
(Respondent 11)

Political Influence

Political influence can cause the conflict among the stakeholders. When the member of the different political group raises an opinion, usually the members of the other political group become offended. It is important that when there are decisions that

involve the community the political differences must not be involved, there must be neutrality.

"It's a political interference where there might be some politics running in that process, where maybe certain political groups, might actually be wanting to gain ground by using the deficiencies in the relationship between the communities and the mines"
(Respondent 1)

Respondent 1 highlighted the issue of opportunistic mobilisation of the communities by politicians who want to benefit in their individual capacity. Knowing that the mines will not entertain or engage with political parties, these politicians then use the community forum card as a pass to progress their agenda.

"It's tough hey. So, I think the way we respond at Company C, and I think other mining companies, is that if they come to us as a political group we definitely do not engage. So, as long as they present themselves as a political group we do not engage. However, they all know that now. So, they couch themselves as community groups"
(Respondent 1)

Respondents expressed a view that firstly, the various political parties and factions within those parties have an influence on how the "community groups' behave. There was a view that some of the conflict was driven by the elements within the political parties, that mobilise the people to drive their own political agendas. That said, Respondent 10 also highlighted the issue of popularism, where political figures use the protests as a card for earning votes.

"And again, that is, you know, so now we are actually dealing with the politics, because this guy wants to win the votes and wants to get the people understand that all these moves with the GMs, it's actually him, as a regional municipal manager, it's not the local guys"
(Respondent 10)

"But you know, where politics are, people, they will be blaming a lot of things on people"

(Respondent 3)

Respondent 3 shared that even though the community may have a legitimate reason to protest, the political figures are quick to then shift the blame to the people. This was viewed as a big issue by Respondent 3, noting that political parties then end up using the community and their challenges as a step to gaining political popularity or winning the votes. A sentiment similar to that shared by Respondent 1.

Poor Service Delivery

Approximately 8 incidents of protest action, closing of public roads leading up to the mines, blockage of roads by haul trucks as well as communities closing mine gate, were recorded during the period of the study. On the day of interviewing Respondent 9, Respondent 7 and Respondent 6, community groups had closed the main national road that links the area of Kuruman and Kathu to the rest of the country. The closure of the roads is indeed intentional from community groups, in response to poor service delivery. These views were demonstrated by the comments made by Respondent 3 and Respondent 10. Respondent 7 affirmed that the main issue is the provision of services by the municipality.

" People are fighting for electricity, people are fighting for the roads, people are fighting for the water."

(Respondent 7)

"Ja, so we have given up on government. We have given up on government, that is why, when people are toy-toying, they are toy-toying to the mines to give them employment. They will never toy-toy to the government at all, because the government is useless, or whatever"

(Respondent 3)

"Okay, the only thing that you need to do is just to go and block the N14 and go and block R31"

(Respondent 10)

The local authorities are also aware of the poor service delivery. Respondent 11 shared his views on the feedback that they, as a local municipality, have been given by the local communities during the protests;

"You are not doing enough to assist us as community for the mines to commit where they are located. . . be it in terms of improvement of infrastructure, be it bulk water, sewer, electricity and so forth, the roads."
(Respondent 11)

Respondent 11 further indicated that the municipalities are not capacitated to deliver to the requirements of the growing number of communities. That said, there is general consensus between the mining companies and the primary stakeholders that service delivery is a pain point for the all the stakeholders. Hence, the communities end up taking the matter in their own hands by protesting, resulting in conflict.

Lack of Collaboration Among Stakeholders

Respondents shared that there is a lack of collaboration between the mines, local government and the communities. Some of the root causes cited by the respondents were identity politics, the role that the stakeholders play, power dynamics and lack of trust.

"So, identity politics sometimes are a hindrance to true collaboration."
(Respondent 4)
" The role of the chief and whatever in this, in my own assessment is not that satisfactory, to be honest."
(Respondent 11)

On the other hand, though the local government say that the Village Chiefs are inactive and do not come forth to collaborate, there was a strong view from Respondent 7, the Village Chief, that the local government closes them out when strategizing and planning on how capital will be used.

"I have said that many a times my brother that once these people must come for gatherings of the people here to come give us the information here, these politicians are liars. The rest of them are liars, I can say it openly. All that they are doing is lies and someone comes and this. Is it not better that when they come to the people, community to make a speech?"
(Respondent 7)

The statement by the Village Chief was an indicator that there is a lack of collaboration and trust between the two parties. Respondent 4 was of the view that meaningful collaboration is impacted by the power dynamics, with mines driving their own agenda instead of collaborating with the companies to create value.

"They couldn't do anything. So, now sometimes the hindrance to true collaboration is companies' egos, company agendas and whatnot. That also becomes a hindrance because now who wants to be swallowed and follow the company's agendas"
(Respondent 4)

With all that said, there is still a recognition that to minimise or eliminate conflict incidents, the stakeholders need to come together and collaborate on CSR and the municipal Integrated Development Plans (IDP).

"So, it should come from both sides. We should just all need to work together to partner and collaborate"
(Respondent 11)

No formal Representative Structures

The mining company representative group was very vocal about how the lack of a forma structure that represents the communities has been a major stumbling block in building a and sustaining a working relationship with the communities. To a large extent, similar views were also shared by the local government authority. When asked the same question about the legitimacy of the representation by the various forums, the two forum representatives indicated that though a "mother body" had

been formulated to represent all the various smaller forums, here was still no trust in how they operate.

". . . but then you're able to distinguish that because the same people that would be in the forefront of the leadership with regard to mining commitment, your SLPs, your CSI, the same group, at a later stage, you find them doing business with the mines, no longer being vocal and taking a hard-line stance because now you see, we pick up that now they're doing business with mines."
(Respondent 11)

Respondent 11 highlighted an issue with the disintegrated nature of the forums; there is a view that the leaders are involved to benefit in their individual capacities. The forum leaders would then build up pressure with the mining companies, establish relationships, get business and go silent. When this happens, it stirs emotion with the rest of the constituencies, resulting in the break-up of the forum, then new protest action. These sentiments were echoed by Respondent 6, who was very concerned by how quick the players in the forums change.

"And when we do, we set up forums and stuff like that we can engage quarterly and stuff like that. Now those themselves they do not become sustainable because the players change, when players change, agendas change. It is very difficult to create a platform of a sustainable conversation that keeps building."
(Respondent 6)

The break-up of these forums starts to dilapidate trust amongst the groups. This leads to more new players emerging, in an effort to consolidate the views, requests and community demands from the mining companies and government. The cycle then repeats itself, as per the views of Respondent 8.

". . . in the last while we see it more and more, it's the unofficial self-appointed voice of the community wherein there also often lies a lot of scepticism from myself as to whether or not their intentions are, if there's integrity or if they're actually in it to obtain something for themselves."
(Respondent 8)

It is for these reasons that there has been an attempt to then consolidate the various forums and have a "mother body", which speaks on behalf of all the various forums. This effort is yet to bear fruit, if any. Respondent 5, an Entrepreneur and Forum Leader recognises the importance of the representative body, however, the state of affairs did not give any confidence that progress could be made.

"But that's what we want to avoid, because as companies; the mining companies will rather speak to one person rather than 10. Because I think, what we are saying is that usually you'll find, this week somebody's toy-toying, next week it's Person X, on Wednesday somebody else, you know?
(Respondent 5)

When asked what the role of the local government is in trying to align the local forums, the traditional authorities and other interest groups, it was evident from Respondent 2 that the local government has indeed failed to pull these players together to build a single representative entity.

"But you know what, you're talking to your people, you don't know, so that structure needs to be defined by the municipality. That is, there's no other person that can help us on this thing, because it also cannot be defined by the people themselves, because the only formal structure, us, as we operate, is the municipality."
(Respondent 2)

Respondent 10 echoed the sentiment shared by Respondent 2, noting that the change can only happen if the communities and the forums start to work together to define clearly their needs and to avoid the conflict.

5.5.2   Summary of Research Question 3

Research question 3 was intended to explore what the respondents from the mining companies and those from the community and government see as the sources of conflict that exists between the stakeholders. The responses from the group of the research respondents identified 5 thorny issues that drive conflict between the mines, government and the communities; inequality, poor service delivery, political influence, lack of stakeholder collaboration and the lack of representative structures.

These 5 sources were explored in detail using the feedback and comments from the respondents. It was evident that though conflict often ensues between these groups, there is a high degree of alignment on what the sources of the conflict are.

5.6 Research Question 4: CSV Antecedents

Research Question 3: What are the antecedents for the transition from current CSR activities into creating shared value (CSV)?

The purpose of research question 4 was to explore the antecedents for the CSV, to define pathways for operationalisation of CSV for mining companies. To transition from CSR and create a meaningful relationship between the mining companies and their primary stakeholders, it was imperative that the study explores what the respondents think are the key building blocks that can assist the mining companies and their stakeholders to resolve the conflict discussed in research question 3.

Table 6: Research Question 4 Thematic Analysis Results

Code Category	Theme	Links to Research Questions
Establishment of formal representative structures		
Community engagement and transparency		
Project monitoring and follow ups	Antecedents of CSV	RQ4
Align legislation to promote collaboration		
Commitment to sustainability as a strategic and business imperative		

What research question 4 managed to achieve was to create an environment where the respondents could let go of their current frustrations and views and start to imagine the possibilities of a different future. From both the company representative group and the primary stakeholder group, it was evident that the respondents could indeed define what they view as critical building blocks for the creation of shared

value between the mines and their communities. A total of 6 antecedents emerged in the code categories under the theme of CSV antecedents, see Table 6 . These code categories will now be discussed.

Establishment of Formal Representative Structures

The lack of a single legitimate community representative structure was earlier identified as one of the sources of conflict. The respondents from the mining companies were very adamant that without a single legitimate structure, it will be impossible to engage meaningfully and have progressive discussions. A structure that is recognised will enable for better planning for future projects and funding allocation. Moreover, the respondents noted that there can be improvement in trust and accountability.

"until the municipality really redefine what the formal structures are that the mines have to engage…"
(Respondent 2)

"So local governments can play a facilitator in bringing the forums together. In bringing communities together in a well-structured form".
(Respondent 11)

"That is where the Mineral Council can actually make an impact because it's a lobby group, it can then support. And then the offices of the Mineral Council in Kuruman, it can then become a place where you are hosted rent free and everything and they offer it there. Then the industry begins to have a relationship because you are allowing the people to operate, you are giving them the means. So, those type of things aren't there. So, forums suffer from that."
(Respondent 6)

According to the respondents, the local government and the Minerals Council, as a an industry representative body, need to work toward creating a legitimate community structure which will be the voice of the communities. Respondent 6 further highlighted that the mining industry could play a role in making sure that adequate support is afforded to such a formal structure, where office space and

funding is extended to the formal representative group and granted legitimacy to be the group that engages on behalf of the communities.

"Now, this . . . Grouping is an association of forums. If it becomes an association of forums, it has a fighting chance of making it work. Now, that requires commitment. An association like that requires some formal funding for it to continue and operate as an association."
(Respondent 6)

The sentiments shared by the respondents was that as the representative group gains legitimacy, the group can then become the conduit between. Mining companies and the communities. Such an approach will create alignment in term of what the real value add initiatives will be, thus creating shared value.

"That is what has been lacking for the past years. The linkage, that link, that link, you don't give people things that you think they need"
(Respondent 3)

Community Engagement and Transparency

Community engagement and transparency on the processes followed in selecting the areas where money would be spent, the budgets and feedback on the execution, were noted as key antecedents to the building of a relationship between the mining companies, government and communities. Respondent 11, a Municipal Manager indicated that the municipal systems are designed such that the mining companies only come to partner in with the government. Mining companies are not decision makers in terms of which projects make it into the municipality's IDP. Respondent 11 further noted that the projects are developed with the communities needs in mind. The process, according to Respondent 11 needs to be reinvigorated, ensuring that the communities are involved.

"So it goes back to communication, multi-stakeholder involvement, sharing of processes and transparency"
(Respondent 11)

"And then that engagement between community and municipality needs to happen, and say, "Know what, you guys, on your IDP, you've got this road, you've got that hospital, or you've got this, and you've got, this is not what you actually looking for, but what we think we're looking for is this".
(Respondent 10)

Engagement as a means to create alignment and transparency was also echoed by Respondent 10, who noted that the more than just the alignment, the process can also aid the use of the limited financial resources. Some deep reflections also emerged when Respondent 11 was looking back on how they have approached similar processes. He indicated that the more they can share information, the better the support they will receive from communities.

"I think we need to be more informative, more transparent and have willingness to share communication or processes with our prominent stakeholders which now then become communities because they are involved in the process"
(Respondent 11)

"We are representing our communities so that corporate can talk to us, we can talk to them . . . our communities so that there is sustainability of whatever they want to implement in the communities"
(Respondent 3)

As a stakeholder manager for a mining company, Respondent 3 indicated the importance of their role as representatives of companies and working with communities. She went further to indicate that stakeholder, corporate investment or community liaison officers and managers need to be a conduit between business, government and communities. These company delegates need to ensure that transparency is maintained through effective communication and adequate engagement of the stakeholders. Thorough engagement will, according to Respondent 11, enhance shared knowledge and vision of the local communities in the villages and towns.

"So we really need to make the process transparent, ensure everybody is involved, ensure that if I live in Kathu, I'm a resident or a citizen I pretty much have an idea of what can be done to change the status quo of the town"

The sentiments that Respondent 11 shared indicated his passion for a shared vision and creation of sustainable value. Such a state will enable the implementation and operationalisation of shared value between the mining companies, government and the communities.

Project Monitoring and Follow -up

Respondents also noted that to create shared value, mining companies need to demonstrate that they actually do care about the investments that they make in the communities. This means that where money has been invested, there should be oversight, monitoring and follow ups to ensure that the resources provided, the infrastructure or services installed actually do serve the communities and value is realised for the investment made. Respondent 2 highlighted that

"But there is no proper monitoring, you told me they are not being monitored like I know there are some few guys that I know that they were sponsored by Company C. "
(Respondent 2)

Concurring to Respondent 2, Respondent 3 shared that sustainability can be achieved if the mining companies resource themselves such that they can be able to go back to the communities to get feedback. Getting this valuable feedback will, according to Respondent 3, enable the mining companies to be more effective in their execution of the projects and enhance the value that is eventually derived from the investments.

"Because, then there will be sustainability because when you come back you talk to us and then we'll give you feedback instead of you going there when you go, they're just, you know, monitoring and whatever, and then they move out. So, it makes your job easier and there will be impact."
(Respondent 3)

" So, we have complied with what we said we would do. We'd provide a clinic, fully functional clinic. As to what happens three years down the road, we're no longer there. As to what changes around the community, so for instance, you know, if you've got a small clinic, ..."
(Respondent 9)

Respondent 9 highlighted the importance of monitoring and support post implementation, noting that the investment goes down the drain if inadequate attention is given to the processes that follow post project handover. From the respondents, it was evident that adequate monitoring and oversight from the mining companies will benefit both the companies and the communities. There will be better alignment in terms of what works and what does not work, thus, shared value will be created.

Align Legislation to Promote Collaboration

The respondents shared an array of thoughts which all culminate to the idea of having the mining companies collaborate by putting together resources to tackle big social issues. This idea was echoed across all the study groups; the mining company representatives, the government representative as well as the community leaders.

"And I think I did some work a while back with DMR here at national. That was something that we were actually trying to influence them on. To say can the SLPs not be so mine specific, but can they actually be much more regional? . . . so, that you know, we have like almost one large SLP for JTG…"
(Respondent 1)

Respondent 1 went on further to explain that the idea of pooling the resources together and amending the legislation to allow for the mines to collaborate of SLP initiatives will benefit the communities greatly. An issue of significance can be attended to on each cycle of budgets. Over a period of time, Respondent 1 indicated that progress on value creation can be made.

"So, in that year one, all money is put into schools and so that all the communities around feel that their schools are okay…"

"The question is, is there a structured way of engaging or of finding out what are the community needs, and if we were to build a dam as a mega project, we will have impact, it will find acceptance, it will have a legacy of saying mines in this area have taken care of us. You can build a basketball court and a few people are appreciated but not the rest…"
(Respondent 4)

Similarly, Respondent 4 indicated that the collaborative efforts need to be structured, which links to the earlier comments on the importance of legitimate structures to represent communities. According to Respondent 4, mining companies can leave a positive legacy for communities, if the approach is inclusive and collaborative. These sentiments were further accentuated by Respondent 9, who emphasised the importance of having supportive legislation to encourage collaboration between the mining companies and their primary stakeholders.

"It makes perfect sense, so the new Mining Charter, Mining Charter 2018 is now talking about collaboration that you know that will be supported because in the past, seriously, I would do my own SLP, so I would literally build a school over here and then you go build your own school over there and we haven't talked to each other. Just because somebody said we need schools, we need schools, then you go and do that, rather than maybe say actually, can you build one super-duper school."
(Respondent 9)

The sentiments share by Respondent 9 on the mega projects versus multiple small projects aligns with Respondent 1's view that such an approach will minimise inefficiencies and duplication.

"So, we can initiate those conversations with the government that okay look listen, this has been the trend. Since operations or since mining started in this province this is the progress we've made. In order to make sure that we double or achieve further than we have, collaboration is required."
(Respondent 11)

It was evident from the respondents' responses that an allowance by government to foster collaboration will yield economies of scale for the communities and mines alike. Much more can be achieved with the same amount of resources that the mines have allocated. Moreover, collaboration will enable investments to be made on the real needs of communities.

Making Sustainability a Strategic and Business Imperative

Respondent 6 expressed a view that if mining companies are to transform to embracing Creating Shared Value, there needs to be a buy-in from the senior executives and the board of directors. This, according to Respondent 6 will also mean that mining companies fully embrace the tenets of the King IV Code. Companies will have to provide structures that support the implementation of sustainable community projects, and group reporting of the company performance should reflect meaningful contributions that the mining company is making to its host communities. Moreover, the approach should move away from that of treating each contribution as a project that is written about in isolation, but a more progressive approach should be taken where creating value for the primary stakeholders is seen as a strategic lever for the business.

"You know. So, the more the CEOs talk about it, the more the CEOs are clear. It's part of their results to get investors, seeing community development as a strategic lever, something they write about as a good thing you do. It shifts. Now, nobody writes about that as a lever you know. You just talk about it as a project in the event that a company is able to perhaps put up a good story on a project that it has done, then it gets attention."
(Respondent 6)

" There are these gaps that you know, come out of these things. So, compliance wise we do that, but are we really, really doing the most that we can do, everything that we can do to enhance or improve healthcare? The answer is probably no."
(Respondent 9)

Further, Respondent 6 highlighted that there should be alignment between the agents and their principals. Managers of the day must be aligned to their principals by ensuring the sustainability initiative is not just lip service, but real shared value is created for the communities. Respondent 9 advocated for better commitment to the process, where mining companies do not just execute for the sake of compliance but a bigger vision for sustainable communities.

" So, that's key from an organisational point of view where those that have got it right, the management of the time have viewed it as a key strategic matter and they have never paid lip services to that community."
(Respondent 6)

Alignment between the managers, the agents and their principals (the CEO and the board) will, according to Respondent 6, ensure that proper funding is allocated and sustainable value creation becomes a strategic pillar for mining businesses. Such an approach will also create trust and transparency between the parties involved, while ensuring that managers move away from short term driven results.

5.7 Summary of Results

In answering research question 4, the respondents highlighted a number of issues, from which five themes emerged. Overarching the sentiments is collaboration. There was a strong view that for the relationship to soar, there needs to be better engagement and collaboration between the mining companies and their primary stakeholders. Collaboration can be achieved if the structures are formalised and made legitimate. Due to the shortages in expertise, there results indicate that the communities would prefer that the mining companies also monitor and follow up on the initiatives and projects that are implemented. Lastly, alignment of legislation to the enable collaboration as well as the boards' commitment to sustainability as a strategic imperative were also noted at key antecedents to creating shared value.

5.8 Conclusion

Chapter 5 of the study set out to answer the four research questions. From the sections covered in Chapter 5, it is evident the study was able to answer all the

research questions as intended. In answering research question 1, the respondents highlighted both internal and external motivational drivers for managers when they are engaging in CSR projects. For research question 2, the emerging themes were lack of impact, lack of collaboration and a lack of opportunities for employment and business. These elements were identified as indicators of the perceived failure of CSR to transform the socio-economic conditions of the primary stakeholders. Research question 3 explored the five sources of conflict that the respondents identified. Lastly, in answering research question 4, the study identified five antecedents for creating shared value.

Chapter 5 research answered all the research questions as set out. The following chapter, Chapter 6, will go into detail in discussing and unpacking the results and create links to literature as discussed in Chapter 2.

Chapter 6: Discussion of Results

6.1 Introduction

The preceding chapter, Chapter 5, provided detail of the responses and themes that emerged from the semi-structured interviews with the 11 respondents that participated in the study. In this Chapter, the results that were obtained in the preceding chapter will be discussed. The discussions are structured per research question. Concepts from the theory and literature that were discussed in Chapter 2 will be used in the integrative discussions of the results.

6.2 Research Question 1 – External and Internal Drivers of CSR

Research Question 1: What are the external and internal drivers of CSR that influence the choices of CSR projects that managers embark on in the mines?

Frynas & Yamahaki (2016) define the external view to CSR as an outside-in view, while the internal view is defined as the inside-out approach. The external view, makes the assumption that the key role of the managers is to align the organisation's approach to CSR to the expectations, interest and beliefs of the society where the organisation operates (Frynas & Yamahaki, 2016). On the other hand, the internal view assumes that managers will make decisions either to align the CSR approach to the organisation's economic value creation impetus or their own individual interests and beliefs (Frynas & Yamahaki, 2016). These lenses to the internal and external approaches to CSR were used to structure and posit the results and results discussions.

During the thematic analysis process, the emergent CSR drivers were categorised into the two groups; the external drivers and internal driver group. The external driver group of themes were developed as per the notion of managers making decisions to align to the interests, beliefs and expectations of society, while the internal driver group were more about the organisation's economic value creation and the interests and beliefs of the managers in office.

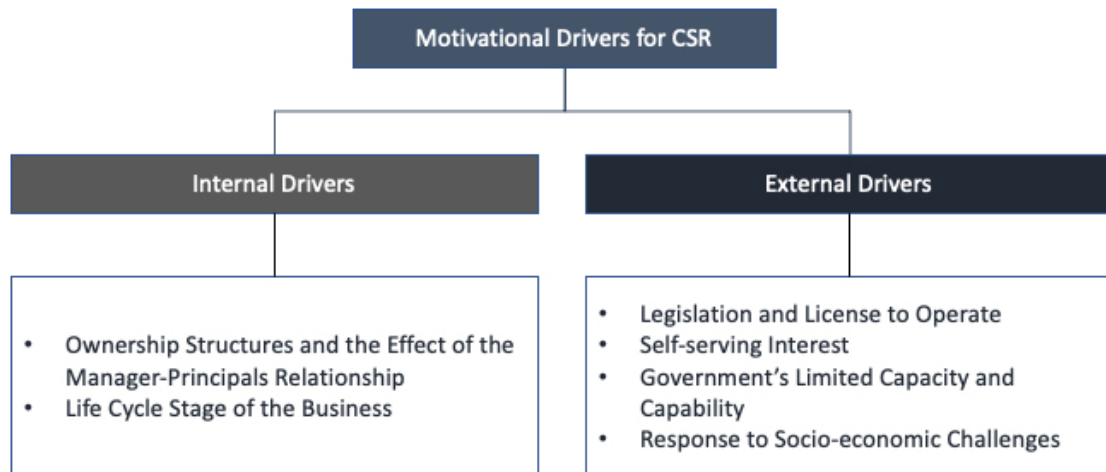*Figure 6: The Management Motivational Drivers of CSR*

Figure 6 depicts the drivers that emerged as motivators for the initiation of CSR projects. The drivers emerged as themes, which in turn were derived from the coding process. The drivers were then grouped as per the views provided by Frynas & Yamahaki (2016). The following sub-sections will discuss the drivers under research question 1.

6.2.1 External Driver 1: Legislation and License to Operate

The role of legislation and the manner in which the legislation gets implemented, compliance gets monitored by the legislator and subsequent review by the all parties involved remain central to the success and attainment of the intent. The responses from the participants in the study are an indicator that the mining companies are mostly driven by the need to comply to the Mining Charter requirements. The notion of ticking the box highlighted the extent of the gap that exists between the current state of CSR and the desired future where shared value is created. If the spirit of the law is not embraced by the parties involved, but compliance and ticking the boxes is the order of the day, one can assert that the objectives of redressing the ills of the past in South Africa will not be achieved. The mining companies will continue with noncommittal, compliance driven behaviour that seeks legitimacy and rent seeking.

When the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry ("the Charter") came into effect in 2004, the hope was that it contributes towards the reversal of black workers' exploitation, the inhumane living

conditions of the miners at the hostels away from their families and the adverse conditions within the host communities and surrounding labour sending areas. Moreover, the MPRDA aimed at promoting access to the mineral wealth of the country to the Historically Disadvantaged South Africans (HDSA) so that all citizens can benefit from the exploitation of the country's minerals. The earlier positioning of the legislation and global standards aimed to created social and economic upliftment of the communities (Frederiksen, 2018). However, the reality on the ground suggests that the mining companies are only motivated to comply and just do enough to still be within the rules of the game (Carroll, 1991). The approach taken by the mining companies, as indicated by the imperical research findings, suggests that companies still want to appear as ethical and good corporate citizens (Lantos, 2002).

Underlying the relational aspects to the external drivers' perspectives is the idea that organisations seek to obtain legitimacy from society where they operate (Frynas & Yamahaki, 2016; Garriga & Melé, 2004), it then follows that the need for legitimacy is to ensure protection of the license to operate. What constitutes acceptable delivery of CSR can then be viewed as an outcome of social and societal norms (Frynas & Yamahaki, 2016). The respondents demonstrated that since the introduction of the Mining Charter, funding has been allocated by mining companies and there has been some action. However, there is a recognition that what has been tolerated as a norm is inadequate to make meaningful contribution to the upliftment of social and economic standards of the communities.

The basis of the relationship between the communities and the mining companies is founded in the legislations that compel the mines to allocate funding to social and economic projects for community upliftment. This statement being true, as shown by the data from the respondents, it then follows that the relationship is still transactional in its nature. Mines need licenses to operate while communities need resources and infrastructure for social and economic upliftment; so through prescriptive pieces of legislation, the parties ought to meet each other. This view was held across the various social actors who were interviewed; with the legislation serving as an explicit driver to fostering the relations between the parties (Griffin, 2017). Thus, legislation, the mining companies' need to maintain their legitimacy, as well as the license to operate can be viewed as key external drivers for the implementation of CSR in the

mining communities. These findings align with the theory on ethical CSR (Lantos, 2002).

6.2.2 External Driver 2: Self-serving Interests

The idea of serving one's interest can be viewed as misaligned to the intent of the legislation earlier discussed, since companies can be viewed as not fully embracing the challenges that communities face, but choosing what to invest on for their own benefit. The respondents in the study provided examples of multi-national corporations (MNC) that have used funding for university graduates as a tool to appear as assisting the needy students, whereas the intent is to create their own talent pool while complying to the quota's as stipulated by the various legislations in the country.

One could further argue that in the main the approach taken by the mining companies is in congruence to how Friedman described the purpose of business. Friedman described the purpose of a firm as being about maximising profits for stakeholders, as cited in Bowie (1991). Mining companies are, therefore, using the resources and legislation at their disposal to make decisions that maximise the profits and stability for their businesses. This is a view that aligns to the notion of Strategic CSR; focusing on philanthropic matters to benefit the business through good publicity and goodwill (Lantos, 2002).

6.2.3 External Driver 3: Government's Limited Capacity and Capability

The increase in the complaints and incidents of conflict between the government and the communities is an indicator that there is a failure in the system, and subsequently a fall out in the trust relationship between government and communities. One of the respondents pointed out that the history of the country has much to do with the state of the capacity of services and the calibre of individuals that provide these services in the local municipalities. The study showed that government's failure to deliver services and infrastructure to communities has resulted in the mines being perceived as the "big brother".

Communities then opt to engage the mines and demand for certain services or infrastructure, as opposed to trusting the government to deliver. These finding bring about an argument whether then CSR in this context should be viewed as a means to curtail public ills, where government has failed (Besley & Ghatak, 2007). Noting that the view that governments are incompetent and corrupt, as well as unable to service the communities as expected, is a commonly held view (Besley & Ghatak, 2007), it then follows that a question can then be asked if the role of private business should not extend to take care of some of the public goods that governments are failing to provide. At the centre of this argument is the conviction that CSR can be a means to address these gaps; where CSR is a tool that can be used to mitigate the social harms and promote public good by industrial organisations (Sheehy, 2015).

The respondents from the primary stakeholder groups were adamant that it makes better sense for them to close the mine gates as opposed to closing the local municipal offices. There is a commonly held view that the mines are much better poised to respond to the requests and demands, compared to the local municipalities. On the other hand, respondents from the mining companies challenge the role of government and government's accountability to provide public goods.

Central to these opposing views is the recognition that for society to prosper and begin to enjoy social and economic benefits, a paradigm shift is required. This mental shift is the recognition by both parties that public welfare deficiencies have a negative impact for all. It can then be deducted that based on the state of affairs, as illuminated in the study, most of the mining companies have not transitioned to altruistic CSR, where public welfare issues are addressed voluntarily and without expectation for any benefit or returns (Lantos, 2002).

6.2.4 External Driver 4: Response to Socio-economic Challenges

All the respondents in the study asset that there is a need for private companies to assist in the advancement of the socio-economic challenges that are faced by the communities. There was an acknowledgement from two of the respondents that the history of mining in South Africa has shaped the socio-economic landscape that is witnessed in most of the mining communities. The respondents affirm earlier views that the mining industry has profoundly influenced the spatial patterns of economic

development, human settlement and infrastructure (Netshitenzhe, 2019). Respondents affirm that with communities settling closer to the mines, for the ease of seeking employment opportunities, externalities in the form of abject poverty, extremely high levels of youth unemployment, high inequality and shortage of services.

It is for these reasons that the MPRDA was introduced, with the main objective of the promoting employment and advance social and economic welfare, as well as ensure that holders of mining and production rights contribute towards the socio-economic development of the areas in which they are operating. Moreover, the multi-stakeholder partnerships that SDG 17 makes reference to, pose a challenge to mining companies to provide social and environmental sustainability while creating economic benefits for the shareholders and other stakeholders.

Respondents indicated that there is a recognition of this pressure by the mining companies. Hence, the mining industry has adopted both country level and global standards and policies of CSR, in an effort to link economic benefits to social benefits (Frederiksen, 2018). Respondents from both the primary stakeholder group and the mining companies' representatives' group further asset that as a responsible corporate citizen, there is an expectation that mining businesses must formulate and implement context-specific organisational actions and policies that take into account stakeholders' expectations (Aguinis & Glavas, 2012). These expectations include accountability to the environment where they operate, economic and social performance.

The findings on the response to socio-economic challenges chimes well with the literature, confirming the economic responsibilities of business discussed by (Carroll, 1991) in stakeholder theory, as well as the ethical CSR perspective by (Lantos, 2002). Respondents were all of the view that the socio-economic challenges are at the core of the notion of CSR.

6.2.5 Internal Driver 1: Ownership Structures and the Effect of Manager-Principal Relationship

Ownership structures play a significant role in the organisation's CSR strategy and activities, based on the idea that investors have varying attitudes towards CSR

activities in an organisation (Oh et al., 2011). The study respondents made a distinction between companies that have investors that are based in the country compared to international investors. The Investment Development Corporation (IDC), which is a South African government owned finance institution that focuses on projects that promote economic growth, was used as an example. According to the respondents, a mining company that has the IDC as one of their investors will be highly likely to have more robust CSR projects, compared to foreign owned mining companies. Central to the respondents' argument is the point that foreign investors cannot relate to some of the grassroot country challenges, like inequality, poor living conditions, lack of services and inadequate infrastructure. Hence, foreign owned mining companies will likely go for the big picture initiatives like decarbonisation and climate change, which their investors relate to.

To explore the internal drivers, the agency theory was used as a lens. The agency theory is applied to better understand the challenge that arises as a result of the conflict of interest between the agents and the principals, the inability of the principal to effectively monitor the agent's behaviour and conduct and how this challenge can be addressed through various governance mechanisms (Frynas & Yamahaki, 2016). In the case described above, the local and foreign investors are viewed as principals, while the managers are agents. Posited earlier was an argument that socially responsible business positively impacts on performance and socially irresponsible businesses are subject to legal sanctions and punishment by their powerful stakeholders and governments (Oh et al., 2011). So, assuming that both the global and local investor act responsibly, an argument can still be made that the strategies will differ; as suggested by the imperial research findings.

The findings from the study suggests that there is a disconnect between the global and local investors when looking at the scope of focus when putting together CSR strategies for their businesses or portfolios. Though the study by Oh et al. (2011) study found that long term oriented investors like institutional shareholders and foreign investors turn to be more in support of CSR compared to managers in the organisations, this study found to the contrary. The management, who were in all cases local citizens advocated for more structure, funding and board support for CSR. There was a sentiment shared that institutional and foreign investors may have their focus set on global issues like climate change, while ignoring pressing issues

at local level. These findings are also different to those from a study conducted by Petrenko, Aime, Rigde, & Hill (2016), where the scholars found that although extent research on agency theory has studied agency effects on risk decision making by executives, thus viewing the management behaviours from a risk centred perspective, a new avenue can be opened where CSR is used by the managers and executives as an opportunity to obtain praise and acquire prestige while utilising the organisation's resources. The desire to advance the socio-economic landscape in the areas where these senior managers operate could be felt. Examples of tangible impact made were made reference to. It can be further argued that there exist competing perspectives on CSR strategies between the management and the institutional investors and mine owners, where parties may hold divergent views towards CSR based on context and information asymmetry. Thus, the tensions between the agent and the principal arise.

6.2.6 Internal Driver 2: Life Cycle of the Business

Long term shareholders are likely to support CSR more compared to short term shareholders, assuming that CSR activities payoff in a long run and can perceived as a financial burden in a short run (Falck & Heblich , 2007). Respondents share congruent views, noting that there is some difficulty in getting investment funding for the CSR at steady state mines. Further, there was a view that the older businesses who do not intend to renew their mining licenses or invest further to the operation are likely to see their shareholders and investors close the taps on funding. These internal dynamics drive the motivation for the decisions that the agents eventually make on behalf of their principals.

Cognisant of this issue, respondents from the community forum groups indicated that they no longer wish to engage with senior management, but are looking to get the directors involved. Socio-cultural and legislative forces also contribute on how the relationship between the agents and the principal's functions Oh et al. (2011). Legislation stipulates requirements for operating mines. Therefore, the idea that steady state businesses can slow down investments is not aligned to the spirit of the law. Hence, findings from the study respondents suggest that there is a relaxation due to business life cycles. This finding affirms the findings by (Falck & Heblich, 2007;

Oh et al., 2011; Petrenko et al., 2016) that investment procedures will be influenced by the duration of investment, the socio-cultural and legislative forces in the country.
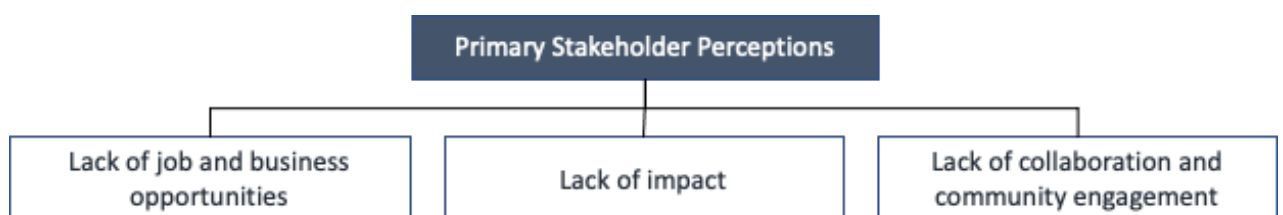
6.3   Research Question 2: The Primary Stakeholder Perceptions of the Status Quo

Research Question 2: How do the primary stakeholder perceive the current initiatives that the mines have or are embarking on?

The surrounding communities and local government where the mines operate are considered to be primary stakeholders, it is, therefore, imperative that it is understood how these primary stakeholders perceive the work that the mines embark on (Clarkson, 1995; Griffin, 2017; Hillman & Keim, 2001). The purpose of the second research question was to establish how the primary stakeholders interpret or perceive the CSR initiatives embarked on by the mining companies. The question was aimed at exploring the notion that CSR projects have no real tangible benefit but are used as a vehicle to seek and attain legitimacy with the primary stakeholder and manage strategic challenges that the company may face in the course of execution (Frederiksen, 2018; Pfitzer & Kramer, 2016).

In the thematic analysis process, the emerging perceptions of the status quo based on the current work the mining companies are doing or have done, were grouped into themes from the code categories derived. Three themes were gleaned from the analysis. See figure 7.

Figure 7: Primary Stakeholder Perceptions

The following sub-section will discuss the findings under research question 2.

6.3.1 Lack of Job and Business Opportunities

Primary stakeholders can be defined as groups that have a direct impact on the organisation's operations without whose participation, the organisation ceases to be a going concern (Clarkson, 1995). Moreover, there is a high level of interdependency between the organisation and its primary stakeholders, ensuring that the company expended scarce resources on social issues contribute to value creation (Clarkson, 1995; Hillman & Keim, 2001). Important to the conversation on primary stakeholders is ensuring that tangible and meaningful value is created for those that seek employment opportunities or to do business with the mines.

The point on the criticality of the unemployment situation was explored at length by the study respondents; with the primary stakeholder group advocating for better and more opportunities for the communities. The local economy is not stimulated to grow and the monies from the mines turn to leave the local communities and only contribute to growth in other parts of the country. Fundamentally, this issue is then in conflict with the intent of the MPRDA, the Mining Charter and the notion of CSR being a means to meet the dynamic social and economic expectations (Aguinis & Glavas, 2012; Wójcik, 2016b). Based on the respondent feedback, it can be deduced that though there are CSR initiatives, tangible value in terms of employment and business opportunities has not been realised for the locals. CSR has, therefore, not created meaningful contributions to the socio-economic status of local communities. These findings are in in support of the arguments presented by Porter & Kramer (2011) on how CSR has failed to embed tangible and sustainable change.

6.3.2 Lack of Impact

The empirical findings from the from the primary stakeholder group show that the communities are discontent with the impact that the previous projects that the mining companies have implemented. The criticism of these projects is threefold; firstly, there had barely been any socio-economic transformation for the community members, secondly, the projects lack visibility in the areas where they ought to make a contribution and thirdly, solutions implemented were in most cases unsustainable. In the main, these three challenges postulated by the primary stakeholders indicate that the intent of socio-economic upliftment is not attained (Porter & Kramer,2011),

the organisation's resources are expended in areas where no tangible or intangible value is created for the mining company (Moon & Parc, 2019) and the nature of solutions are unsustainable (Jeong & Kim, 2019; Pfitzer & Kramer, 2016). The findings are an indicator that mining companies still fail to invest the resources required to improve the impact and the investments do not live up to deliver outcomes as per intent of the CSR project (Frederiksen, 2018; Slack, 2012b).

6.3.3 Lack of Collaboration and Engagement

The ecosystem of relationships in the mining communities includes the mining companies, their primary stakeholders as well as secondary stakeholders. With the study focused only on primary stakeholders, the respondents demonstrated that there is a lack of collaboration between the primary stakeholders (local government, traditional authorities, community forums and members of the community). The relationship can therefore be explained as falling short of being value creating. Value creating relationships exists with multiple stakeholders at the same time and at multiple levels of analysis, meaning that there exists value creating relationships among managers, organisations, eco-systems composed of society or organisational systems or networks (Griffin, 2017).

With value creating relationships, the aspect of relationships begins to bring a human element to the stakeholder theory, demystifying the notion of business as only being transactional; this way, the contribution that communities can make is reimagined (Griffin, 2017). This process includes clarifying what the value creation process will be and what roles will the various stakeholders play. The case defined by the study respondents in perfect accord is an indicator that although the primary stakeholders have a large impact based on their power, legitimacy and urgency (Mitchell et al., 1997), mechanisms that underlie the relationship are not well defined (Griffin, 2017). Since the mechanism are not defined, feedback loops are non-existent, there is no co-creation of value and ultimately collaboration of the mines and communities in finding new ways to create value (Griffin, 2017). Based on the respondents' feedback, it can then be deduced that the cocreation approach to stakeholder relations is, therefore, non-existent (Griffin, 2017; Mcvea & Freeman, 2005).

6.4   Research Question 3: Sources of Conflict

Research Question 3: What are the sources of conflict that exist between the stakeholder groups?

With the ever rising incidents of conflict between the mining companies and the host communities in South Africa and other parts of the world (Hodge, 2014; Matebesi & Marais, 2018; Payen et al., 2015; Ranängen & Zobel, 2014), it was imperative that the study considers the sources of conflict as part of the scope. Research question 3 was structured to explore what these sources are, acknowledging that the social contract between the mining and communities is dynamic and complex (Buchholtz & Carroll, 2018). The emergent critical themes that fall under the sources of conflict from the thematic analysis process are depicted in figure 8.

Figure 8: Sources of conflict between the mining companies and primary stakeholders

The following sub-section will discuss the findings under research question 3.

6.4.1 Inequality

With the majority of Black South Africans still living below the poverty line, the study respondents contend that there is are high levels of inequality and this has a direct impact on how the relationship between the mines and communities is shaped. In addition, the study found that the mines are seen to be the financiers and holding the power, while communities are treated as takers in the relationship. As a result, pressure for change has mounted over time. The high levels of inequality and deteriorating living conditions have resulted in the primary stakeholder pressure which in turn is a significant driving force for fundamental change (Wójcik, 2016a).

There are direct linkages to between the inequality and conflict seen at country level with that seen at mining community level. The mounting pressure and community frustrations result in the communities questioning the legitimacy of business and its contribution to the mining communities (Kramer & Pfitzer, 2016). The findings on equlity as a source of conflict are congruent to the argument that social impact from CSR has been lacking, thus breeding negative social contribution on inequality (Crane, Palazzo, Spece, & Matten, 2014).

6.4.2 Political Influence

The study revealed that there are conflict incidents that are driven by opportunistic mobilisation of the communities by politicians who want to benefit in their individual capacity. Political parties are now aware that the mining companies will not entertain or engage directly with political parties. Politicians then use the community forum card as a pass to progress their agenda of popularity and attainment of votes. The findings resemble one of the agendas that complicate CSR, as evidenced by the divergent politically driven agenda which is often based on politics and policy promises (Sheehy, 2015).

The issue of political influence was described by the respondents to have externalities both at party level and at government level. The political influence and discourse came out as having direct influence on the interactions and connections that business and society have, as well as the power and position dynamics (Garriga & Melé, 2004). The study results show that the notion of corporate constitutionalism exists, where there are limits to functional power that the business has and those limits are derived from the pressures that various constituencies apply to aid responsible use of power by corporations (Garriga & Melé, 2004). The finding confirm the impact of the political perspective of the external driver theories of CSR (Frynas & Yamahaki, 2016; Garriga & Melé, 2004).

6.4.3 Poor Service Delivery

One of the major challenges that the South Africa as a developing state is that the country is still recovering from the impact of apartheid on the spatial patterns in the economic sector as well as human settlement, which were in the main driven by the

agriculture and mining sectors (Netshitenzhe, 2019). The study also revealed that the informal settlements and the mining villages are a legacy of the apartheid and how the various racial groups were treated differently. Most of the mining town were, therefore, developed with the capacity to only cater for the white mine workers who enjoyed formal dwellings whereas the black villages and informal settlements were left unaccounted for in the design of the capacity of the services (bulk sewerage, running water and electricity). These findings reverberate with the assertions on section 6.2.3, where it was argued that CSR is then in the context used as a means to curtail public failures of government and its inability to service the communities as expected (Besley & Ghatak, 2007).

6.4.4 Lack of Stakeholder Collaboration

The findings from the study identified the lack of stakeholder collaboration as one of the sources of conflict. This finding is aligned to the findings on how communities perceive the relationship with mining companies, as discussed in section 6.3.3 under research question 2. The study respondents identified the root causes to be identity politics, the role that the stakeholders play, power dynamics and lack of trust. These root causes are in congruence to the issue of political influence discussed, wherein, firstly, the divergent politically driven agendas which are based on politics and policy promises turn to impact on the ability of stakeholders to collaborate. (Sheehy, 2015). Secondly, the ecosystem and multi-level relationships have been identified as not value creating relations (Griffin, 2017). Thirdly, due to the tinted relations, parties then fail to create any levels of trust (Pfitzer & Kramer, 2016), thus resulting in conflict.

6.4.5 No Formal Representative Structures

The study found that there exist conflicting views between the primary stakeholder groups and the mining company representatives' group pertaining to the who and how a stakeholder attains legitimacy. The mining companies are discontent with the idea that any political influencer or unhappy community member can form a forum and then go close down the mine gates. On the other hand, the forum leaders and community members feel that as stakeholders, they have legitimacy and can mobilise themselves to present their case to the mines. This conflict sits in the domain that scholars have identified as the stakeholder identity problem (Mitchell et

al., 1997; Phillips, 2003). The challenge with the changing groups and group leaders is the difficulty that it presents to the mine management teams to give attention and to gain progress on strategies going forward. Theory identifies the stakeholders who have the ability to affect the successful running of the organisation as being managerially legitimate as their legitimacy comes from the moral obligation that is owed to the other stakeholders (Phillips, 2003).

That said, the study showed that the mine management are unsettled with engaging with any group that identifies themselves as representing the communities and are calling for the local municipalities to join forces with traditional authorities and communities to establish legitimate groups. The strong view held by the General Managers is that they would not and should not engage with any group that has no legitimacy, confirming the idea that it is justifiable to ignore non-legitimate groups as there is no moral legitimacy for the non-legitimate groups (Phillips, 2003). In the absence of such a stance, managers will fail to prioritise the issues raised or pertaining to their legitimate and key primary stakeholders.

6.5   Research Question 4: CSV Antecedents

Research Question 3: What are the antecedents for the transition from current CSR activities into creating shared value (CSV)?

With CSR having received some criticism from scholars, where they argue that CSR initiatives are a mere response by companies to the legislative directives from governments and societal demands from surrounding communities (Porter & Kramer, 2011), These assertions by Porter and Kramer reverberate Rajak's earlier arguments, where she claims that CSR has a limited ability to effect positive and lasting impact since it turns to elevate corporate authority over the community and other stakeholders (Rajak, 2008).

The concept of CSV, though nascent, has been positioned as a conceptual response to the gaps that CSR presented to both the scholars and practitioners alike (Wójcik, 2016a). Based on these assertions by Wójcik (2016a), for CSV to be attained in the near future, scholarly work needs to be advanced to fill in the theoretical gaps that still exist in fully developing pathways for practitioners towards creating shared value

with their primary stakeholders. Research question 3 explored what the precursors of CSV are. Understanding the antecedents can help in the development of implementation plans, for academics and practitioners. See figure 9.

Figure 9: Antecedents of Creating Shared Value
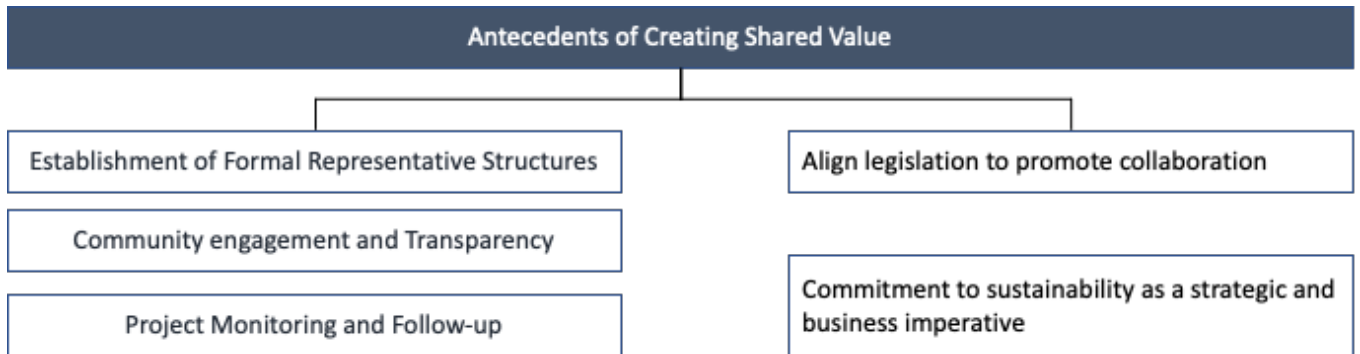
6.5.1 Establishment of Formal Representative Structures

The respondents' views were shared in section 6.4.5, indicating that there are legitimacy challenges with the forums that claim to be the representatives of the communities. The study further demonstrated that although there is some progress in trying to close the gap, mining companies still do not recognise the self-elected groups as legitimate. As valid as this argument presented may be, it is critical that that view be balanced with the perspective from the primary stakeholder groups. The study showed that the forums and government representatives do recognise that there is a need for a unified approach and dedicated leadership that the mines can engage with. Such a perspective is also an indicator that there is a belief that if mines are approached by various groups, but all with similar demands, little progress will be made since the question of who the legitimate stakeholder is, will be raised.

Central to this conversation is the notion of normative stakeholders, which in this case are the communities, and the derivative stakeholders; the role played by the forums (Phillips, 2003). The findings of the study, therefore, indicate that there is a need for the local municipalities, local traditional authorities and the activist groups (forums) to lead a process where a central legitimate body is put in place. Such a body will be given full legitimacy as a normative stakeholder, thus gaining credibility

and legitimacy with the mining companies. As a benefit, a legitimate structure will gain status as a normative stakeholder and their issues will gain priority with the mining companies.

On gaining legitimacy, the representative structure will attain power and urgency, thus recognised fully (Mitchell et al., 1997). Full legitimacy and recognition will allow for co-creation of value between the parties, as advocated for by all the study respondents. Co-creation differs from the traditional passive approach where stakeholders like communities only receive redistributed value as opposed to being part of the value creation process (Griffin, 2017; Mcvea & Freeman, 2005). In this way the legitimate representative structures will ensure that value creation is a collaborative exercise and not charitable gestures from mining companies (Moon & Parc, 2019).

6.5.2 Community Engagement and Transparency

The study showed that the communities feel disengaged by both government and the mining companies. There was a strong sentiment shared regarding the issue of misaligned priorities as well as transparency of the processes followed. Community engagement and transparency on the processes followed in selecting the areas where money would be spent, the budgets and feedback on the execution, were noted by the respondents as key antecedents to the building of a relationship between the mining companies, government and communities. There is a fundamental belief from respondents that with enhanced transparency, government and mining companies can be more accountable in their actions (Dare, 2016).

On the other hand, mining companies are also challenged to observe measure, track and optimise their sustainability impact because they are dependent on the rules of the game that governments define. However, there is a generally held view that governments are incompetent and corrupt (Phillips, 2003). As a result, mining company respondents indicate that they are dependent on the government IDP's to make an impact. This is a process that government runs and is not transparent to the mining companies and the community. As pointed out by the respondents, the lack of engagement creates misalignment and mistrust in what the mines and government is doing (Demuijnck & Fasterling, 2016). To create shared value and

realise economic success, mining companies need to regain the trust of their communities (Kramer & Pfitzer, 2016). With regained trust, the primary stakeholders and mining companies can move towards collective impact and creating alignment, which subsequently means there will be a common agenda that the parties share and agree to (Kramer & Pfitzer, 2016).

6.5.3 Project Monitoring and Follow-up

To make success of the projects and initiatives that the mining companies and local government engage in, the respondents indicated that it will be imperative that a system of monitoring and following up on the projects is implemented; a view that aligns to the notion of developing a shared measurement system and developing mutually reinforcing activities (Kramer & Pfitzer, 2016). These views then call upon the mine management to ensure that systems are designed to monitor what the impact of their actions are on the community, sourcing the much required feedback and co-creating better solutions for the future (Griffin, 2017; Lantos, 2002).

It is prudent that a distinction be made between this call for monitoring that mining companies do on their own to the monitoring for compliance that is conducted by the regulators. This type of monitoring is viewed as part of creating the much required feedback loops that enable cocreation of new shared value streams (Griffin, 2017).

6.5.4 Alignment of Legislation to Promote Collaboration

The MPRDA calls for the promotion of employement, advancement of economic and social welfare, and contribution to the transformation of the mining industry through the implementation of Social Labour Plans (SLP). The SLP programmes are designed and measured per holder of a mining right. This meanes that each minining operation has to design and submit an SLP with its commitments for the projects that they will embark on over a 5-year period. What this legislation fails to recognise and cater for, as per the study respondents, is the idea that solo projects make less impact compared to collaborative work.

Co-existence, collaboration and co-creating are at the core of the concept of CSV (Moon & Parc, 2019), however, Porter & Kramer (2011) assert that creating shared

value should increase or enhance the competetiveness of a company while the communities enjoy improved social and economic conditions. Based on these assertions by Porter & Krame (2011), it can be argued that the change in legislation to enable collaboration will unlock the co-creation and collaboration aspects while maximising the use of the scarce resources (Griffin, 2017; Lantos, 2002). Respondents identified a gap in legislation that can be explored to yield the desired sustainable impact of CSV in mining communities.

6.5.5 Commitment to Sustainability as a Business Imperetive

The results from the study showed that there is a shared view between the company representatives and the primary stakeholder group that for shared value to be created, there must be a commitment from the senior leadership of the organisation and the board of directors. Alignment between the agents and the principals in terms of what the strategic imperatives for the business are, will yield a more focus strategy for investments and disbursement of company resources. To attain this level of commitment to the shared value creation process, an integrated shared value strategy and measurement process needs to be implemented by the management team and the board, with the support of the shareholders and investors (Porter et al., 2011).

Such a strategy will assist management and the board in identifying the social issues that need to attendant to and develop robust business cases that will see win-win co-created new solutions being developed, implement and tracked to completion (Porter et al., 2011). Respondents assert that if CSV becomes part of the board conversations and sustainability is a strategic business imperative, the inputs, which are scarce resources, will be used much more efficiently while minimising negative externalities (Porter et al., 2011). Commitment to sustainability as an antecedent for CSV was, therefore, found to be aligned to the fundamental precepts of CSV as advocated for by the proponents of CSV.

Chapter 7: Conclusion

7.1 Introduction

The purpose of the study was to contribute to the advancement of the existing CSR and CSV literature in the context of emerging economies, in extractive industries. The research explored the effects that internal and external drivers of CSR have on mine management motivation for the choice of CSR projects and how these choices are interpreted by the primary stakeholders.

The study was premised on exploring four theoretical areas; firstly, the existent gaps in theory pertaining to motivation of managers to meaningfully embark on sustainable projects that can result in a shift from CSR to CSV (Wang et al., 2016). Secondly, define primary stakeholder (Clarkson, 1995; Griffin, 2017; Hillman & Keim, 2001) and explore the notion that CSR projects have no real tangible benefit but are used as a vehicle to seek legitimacy and manage strategic challenges (Frederiksen, 2018; Pfitzer & Kramer, 2016).Thirdly, explore the sources of conflict between the mining companies and their primary stakeholder groups, noting that there exist varying views and a difference in priorities that often result in conflict (Christensen, 2018; Matebesi & Marais, 2018; Richter & Dow, 2017). Lastly, with the concept of CSV postulated as nascent and positioned as a conceptual response to the gaps that CSR presented to both the scholars and practitioners alike (Wójcik, 2016a), the antecedents for CSV were explored to advance scholarly work needed to fill the theoretical gaps that still exist.

Chapter 6 of the research report discussed the results obtained from the thematic analysis of the data which was collected from the respondents and discussed in Chapter 5. In Chapter 6, theory from Chapter 2 was introduced to discuss the results from Chapter 5 in context of the literature. This chapter, Chapter 7 concludes the research on The Effects of CSR External and Internal Drivers on Manager Motivation and Stakeholder Relationships – Exploring the Pathways Toward Creating Shared Value through a presentation of the research principal findings and implications for theory and business practitioners. Lastly, the chapter will provide the limitations of the study and suggestions for future research.

7.2 Research Findings

The study has four principle findings that will be discussed, as well as what these findings mean. The findings are summed up in a conceptual framework that is presented as a contribution of this study to the body of knowledge.

7.2.1   Motivational Drivers of CSR

The exploratory study confirmed that there exist internal and external drivers that motivate the management teams to engage in CSR. The outside-in drivers (external) were confirmed to have managers aligning the organisation's approach to CSR to the expectations, interest and beliefs of the society where the organisation operates. On the other hand, the inside-in drivers confirmed that in certain instances, managers make decisions either to align the CSR approach to the organisation's economic value creation impetus or their own individual interests and beliefs. These findings confirm the internal and external perspectives of CSR as defined by Frynas & Yamahaki (2016).

External Drivers

On the external drivers, the study confirmed that legislation and license to operate drives organisations to seeking to obtain legitimacy from society through CSR (Frynas & Yamahaki, 2016; Garriga & Melé, 2004), further supporting the theory on ethical CSR (Lantos, 2002). Self interest that companies demonstrate aligns to Strategic CSR, while the challnges of capacity and capbility facing government question the organisations' readiness to transition to Altruistic CSR Lantos, 2002). The findings on the response to socio-economic challenges chimed well with the literature, confirming the economic responsibilities of business discussed by (Carroll, 1991) in stakeholder theory, as well as the ethical CSR perspective by (Lantos, 2002). Respondents were all of the view that the socio-economic challenges are at the core of the notion of CSR

Internal Drivers
On the internal driver of ownership structures and their influence of CSR strategies, the study found to the contrary in relation to the extant theory on global and local

investors comparisons. The management, who were in all cases local citizens advocated for more structure, funding and board support for CSR. There was a sentiment shared that institutional and foreign investors may have their focus set on global issues like climate change, while ignoring pressing issues at local level. These findings are also different to those from a study conducted by Petrenko, Aime, Rigde, & Hill (2016). The second internal driver; lifecycle of the business, confirmed the impact of investment horizons on shareholder priorities and that investment procedures will be influenced by the duration of investment, the socio-cultural and legislative forces in the country (Falck & Heblich, 2007; Oh et al., 2011; Petrenko et al., 2016).

7.2.2   Lack of Collaboration and Impact

The study identified the primary stakeholder groups (Clarkson, 1995) and went further to explore whether the notion of CSR being a means to meet the dynamic social and economic expectations (Aguinis & Glavas, 2012; Wójcik, 2016b) was indeed what the communities felt on the ground. Findings from the study confirmed that the socio-economic realities of the communities had not changed since the introduction of the new legislations mandating companies to participate in CSR. Lack of impact and lack of collaboration and engagement were cited as key challenges. Three challenges were postulated by the primary stakeholders indicating that the intent of socio-economic upliftment is not attained (Porter & Kramer,2011), the organisation's resources are expended in areas where no tangible or intangible value is created for the mining company (Moon & Parc, 2019) and the nature of solutions are unsustainable (Jeong & Kim, 2019; Pfitzer & Kramer, 2016). At the centre of these challenges is the lack of collaboration between parties, resulting in non-value creating relationships (Griffin, 2017). Non-value adding relationships mean that the co-creation approach to stakeholder relations is, therefore, non-existent (Griffin, 2017; Mcvea & Freeman, 2005).

7.2.3   Conflict as a Means to Have a Voice

The study confirmed that the primary stakeholders view themselves as legitimate, having adequate power and able to demand a sense of urgency from the mining

companies, through the use of protests and demonstrations, thus affirming (Mitchell et al., 1997). As such, due to the mounting pressure and community frustrations communities question the legitimacy of business and its contribution to the mining communities (Kramer & Pfitzer, 2016), ending up using confrontational approaches. As a result, the study can conclude that social impact from CSR has been lacking, thus breeding negative social contribution on inequality (Crane et al., 2014), political influence and discourse continue to influence the interactions and connections between business and society as well as the power and position dynamics (Garriga & Melé, 2004). Moreover, CSR continues to be used as a means to curtail public failures of government and its inability to service the communities as expected (Besley & Ghatak, 2007), and lastly, there is a challenge on attaining managerially legitimate stakeholder representatives (Phillips, 2003).

7.2.4   Antecedents to CSV

The study identified five antecedents for transitioning from mere compliance CSR to CSV. The study can conclude that the antecedents identified do align to the basis of CSV literature and CSV-CSR bridging theories. The first antecedent the study identified is formalising of representatives' structures for the community to attain legitimacy from the mining companies. Legitimacy will all for co-creation as opposed to redistributive value (Griffin, 2017; Mcvea & Freeman, 2005). Secondly, community engagement and transparency was identified as critical to building a solid foundation for regaining the trust of their communities (Kramer & Pfitzer, 2016), recognising that the lack of engagement creates misalignment and mistrust in what the mines and government are doing (Demuijnck & Fasterling, 2016). Thirdly, the study showed that mine management need to ensure that systems are designed to monitor the impact of their actions on the community, sourcing the much-required feedback and co-creating better solutions for the future. This finding aligns to the work of Griffin (2017) & Lantos, (2002). Fourth, the legislation was found to be inhibitive of collaboration.Findings show that a change in legislation can enable collaboration and unlock the co-creation while maximising the use of the scarce resources. These finding align to the ethical view of CSR and the views on the importance of collaboratioon on enabling shared value creation. (Griffin, 2017) (Lantos, 2002). Lastly, a commitment will be needed from the senior executives and boards. The study found that To attain this level of commitment to the shared value creation

process, an integrated shared value strategy and measurement process needs to be implemented by the management team and the board, with the support of the shareholders and investors in support of the assertions by Porter et al. (2011).

7.3 A Proposed Framework for Transitioning from CSR to CSV

Figure 10 presents a proposed conceptual model for the transitioning from CSR based strategies to the creation of shared value between mining companies and their primary stakeholder groups. The model was developed through the review of extant CSR literature and the nascent CSV scholarly work. The two constructs' (CSR and CSV) theories and literature were integrated to develop a transitional framework that build from the CSR to CSV, as a strategic pathway for organisations.

Figure 10: Conceptual Framework - CSR to CSV Transitioning Model
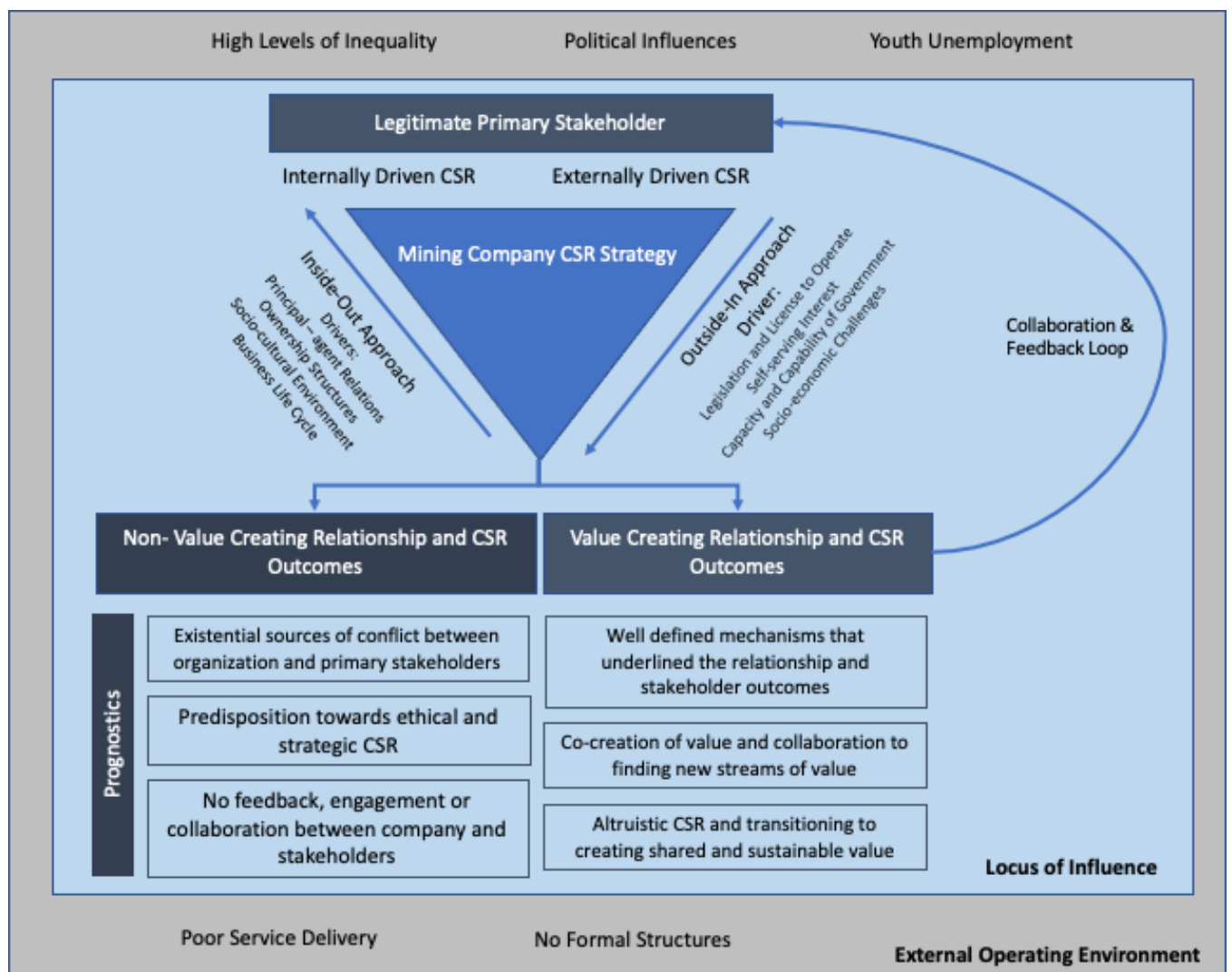
The strategic pathway can be defined as the ability to sense the external operating environment to inform the business choices within the organisation's locus of influence. The external environment represents the sources of mounting pressure that are at play at a national or global level, putting pressure on organisations (Besley & Ghatak, 2007; Crane et al., 2014; Kramer & Pfitzer, 2016; Phillips, 2003). The internal locus of influence represents the areas and approaches that the organisations can use to determine their CSR strategies, with the intent to remain at CSR level or transitioning towards CSV. The model provides for the identification of managerially and normative legitimate primary stakeholders (Mitchell et al., 1997; Phillips, 2003), the external and internal motivational drivers for strategy development (Falck & Heblich, 2007; Frynas & Yamahaki, 2016; Garriga & Melé, 2004; Oh et al., 2011; Petrenko et al., 2016) and prognostics for value and non-value creating relationships (Demuijnck & Fasterling, 2016; Griffin, 2017; Lantos, 2002; Mcvea & Freeman, 2005).

The conceptual framework used the research results in Chapter 5 and the findings discussed in Chapter 6 to derive and link the insights to the extant literature integrated above. The following section will explain the framework in detail.

7.3.1 The External Operating Environment and Its Impact to the Organisation

With the ever rising incidents of conflict between the mining companies and the host communities in South Africa and other parts of the world (Hodge, 2014; Matebesi & Marais, 2018; Payen et al., 2015; Ranängen & Zobel, 2014), it is high time that organisations the time to sense their environments well. Sensing of the external environment will allow for organisations to better comprehend the context from which they operate; appreciating the existent government failures (Besley & Ghatak, 2007) pollical influences at play (Frynas & Yamahaki, 2016; Garriga & Melé, 2004) as well as social conditions that are drivers of change (Wójcik, 2016a). Without an appreciation of the external operating environment, organisations will fail to cease opportunities for value creation, since the strategies developed may not align to the socio-economic priorities of the communities where they operate, thus breaking the social contract (Buchholtz & Carroll, 2018).

7.3.2   Harnessing the Locus of Influence

Having identified the pertinent societal issues that have potential to spark conflict between the organisation and its host community, work can then commence to ensure that the correct managerially and normative legitimate primary stakeholders (Mitchell et al., 1997; Phillips, 2003) are identified. Legitimacy of the stakeholders will afford the stakeholders bargaining powers and the urgency, ensuring that their concerns and pains gain priority from the organisations. Moreover, legitimacy will also help to open the doors to dialogue and participation as normative stakeholders as opposed to derivative stakeholders (Phillips, 2003), thus aiding the engagement and collaboration towards the strategic conversations on value creation for both the organisation and society (Moon & Parc, 2019).

Once the legitimate primary stakeholder group has been identified, the organisation will then be at liberty to determine its approach and motivations that will drive their strategy for social and economic upliftment of the communities. The strategy will be influenced by the internal drivers like the ownership structures (shareholder and investor disposition), the relationship between the managers and the principals, and the socio-cultural environment (Falck & Heblich, 2007; Oh et al., 2011; Petrenko et al., 2016). The external motivational drivers that the strategy should consider include the ethical CSR perspectives like legislation and the licence to operate, strategic CSR considerations, the socio-economic landscape in the area where they operate, as well as the structural challenges that face local and country level government (Besley & Ghatak, 2007; Carroll, 1991; Frynas & Yamahaki, 2016; Garriga & Melé, 2004; Lantos, 2002).

The chosen strategy and managerial approach will eventually yield one of two outcomes; either value creating a relationship or a non-value creating relationship between the organisation and the legitimate primary stakeholder group. Prognostics of a non-value creating relationship include continued misalignment and conflict which eventually will lead to the legitimacy of the organisation being questioned (Kramer & Pfitzer, 2016), a mere compliance approach which is signalled by a sole focus on strategic and ethical CSR (Carroll, 1991; Lantos, 2002) and a lack of feedback and collaboration between the parties (Griffin, 2017; Mcvea & Freeman,

2005). Prognostics of a value creating relationship include well defined mechanisms that underlie the relationship and stakeholder outcomes (Griffin, 2017), co-creation and finding of new streams of value (Griffin, 2017; Mcvea & Freeman, 2005), as well as a predisposition towards altruistic CSR strategies (Lantos, 2002).

7.4 Implications for Practitioners and Government

The conceptual framework provides managers and government leaders a practical approach toward levergaing the available resources to aid strategy development processes. Organisations can start to develop value creating relationships with their legimitate primary stakeholders. The framework further provides insights into how the various perspectives, whether internally or externally motivated, have an impact on the relationship outcomes, which indirectly contributes to the sustanabiliy of the organisation. Lastly,the feedback loop and collaborative aspects of the conceptual framework will in turn address the issue raised regarding the disconnect between legislation and its intent, wherein practictioners are unable to collaborate for the maximisation of the available scarce resource when tackling major socio-economic issues and infrastructure.

7.5 Recommendations for Future Research

On the basis of the findings of this study, as well as the limitations to be discussed in the following section, the following recommendations for future research can be made:

- The study was conducted in the Northern Cape Province of South Africa. A similar study should be conducted in a similar ecosystem, particularly in developing countries with dependency on extractive industries. Findings can be generalised in the South African context, however, to test the validity of the framework, the study could be repeated in a different country.

- The role of government as a primary stakeholder should be further explored in how the relational aspects of government and organisations impact on the effectiveness of the solutions that are eventually implemented. On the same

breadth, the role of legislation in advancing or prohibiting collaboration between organisations can be further explored.

- CSR as a concept has been covered quite extensively in developed contexts, with considerable coverage on developing countries. However, the transition aspects from CSR to CSV have not received sufficient detail to enable practitioners to formulate context fit strategies. A longitudinal study can be conducted to further enhance the antecedents of CSV and test the veracity of the proposed framework.

7.6 Limitations of the Study

The limitations of the study include:

- The study had a small sample size. Though sufficient for the cross-sectional study conducted, the generalisability of the results could be questioned. The study respondents were from a similar province and municipal district. It can be, therefore, difficult to generalise the results across all the mining communities in South Africa.
- South Africa as a developing state has a unique history due to apartheid and the history of the discovery of minerals. The issues unpacked in the study as well as the finding relate to ecosystem challenges. It should be borne in mind that each ecosystem will have its own unique identity and elements, which may vary from those that influenced the findings of this study. It could therefore be difficult to generalise these finding beyond the borders of South Africa.
- The study used qualitative research methods to get to the findings. By design, qualitative research is subjective. As such, the results could have been impacted by the biases of the researcher and the respondents.

7.7 Conclusion

The study draws learnings from the empirical data collected through a series of semi-structured interviews with pertinent stakeholders who are playing a role in shaping the dynamics of the relationship between mining companies and the communities. Thematic analysis of the research data provided insights into the drivers of motivation

for managers when approaching CSR, the perceptions that communities have of the CSR initiatives, the sources of conflict, as well as the antecedents to CSV. Findings from the study affirmed that the issues that the respondents highlighted are indeed congruent to the extant literature in CSR, with some contributions towards theory building for CSV. A conceptual framework was presented, covering the importance of sensing the environment to aid the development of context relevant strategies. The framework further highlights the transitional elements that strategists can use to develop value creating relationships with their legitimate primary stakeholders. Emphasis is given to engagement, collaboration and feedback as key elements to building value creating relationships, which in turn aid the creation of shared value and sustainability of business and communities.

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Appendices

Appendix 1 – Research Interview Schedule

	Research Schedule
1	Please describe the nature of relationship between the mines and the host communities?
2	Would you consider the host community as a key stakeholder to the mines?
3	Please walk me through some of the projects that your company has invested in in the past 5 years / projects implemented in your community
4	Describe the process that was followed in deciding which CSR projects had to be executed.
5	To your understanding, are the mines committed to working with communities to create shared value through these CSR projects or these projects are only done to comply?
6	What value have the completed projects added to the people's lives in the community?
7	Given a choice to do things differently, would you choose the same projects?
8	Are you aware of the protest action incidents recently?
9	In your view, what is the reason why the community members would protest?
10	What in the stakeholder relationship would you say has failed?
11	How can the mines and communities work together to improve the relationship?
12	What is your understanding of shared value?
13	How can shared value be enabled in the mines?
14	What role can all stakeholders play to enable shared value creation?