The relationship between community participation and the sustainability of CSR Projects:
The case of the Grootegeluk Coal Mine in Lephalale Local Municipality
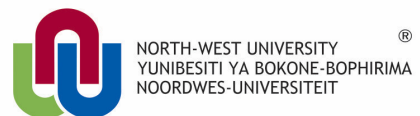
MHA Monaledi
25404733

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Supervisor: Ms. Suzanne Reyneke

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It all starts here ™

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I dedicate this dissertation to my mother who is the wind beneath my wings.

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KEYWORDS

Beneficiary participation; community development; community development projects; community participation; corporate social responsibility; Grootegeluk Coal Mine; Lephalale Local Municipality

ABSTRACT

The developmental challenges that South Africa faces are such that no single sphere of society can address them alone. It is thus important that all of society participate in contributing to development. The private sector is expected to play its role under the ambit of corporate social responsibility, which is an expectation for companies to mitigate their negative impacts on society and contribute to the betterment thereof. Within the *post-apartheid* South African context and given the negative consequences of mining on the environment and communities close to mining operations, mines are legislatively required to actively mitigate their negative impacts and to contribute to the development of the communities that they operate in. For the development of communities, the mines are expected to participate in local economic development, through the implementation of community projects which address community needs. The communities in which mines are located are often highly underdeveloped, and thus the mines can play a significant role when resources are utilised in a manner that supports development.

This study investigated the relationship between the participation of community members (beneficiaries of projects) and the sustainability of community development projects using two of Grootegeluk Coal Mine's community development projects as case studies. More specifically, whether the participation of beneficiaries throughout the project life cycle influenced the sustainability of projects. This was done by establishing if beneficiaries participated in the project process, at what level they participated and where in the project process they participated. The study then explored the sustainability of projects (personal, community and project sustainability), guided by the three dimensions of sustainability. The study also explored how other factors such as the provision of support and training, monitoring after project implementation and proper project planning may have impacted on project sustainability.

It always seems impossible until it is done – Nelson Mandela

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION AND BACKGROUND

CHAPTER 2: THEORETICAL CONCEPTUALISATION OF KEY CONCEPTS

CHAPTER 3: EMPIRICAL RESEARCH FINDINGS

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

LIST OF TABLES

LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
DMR	Department of Mineral Resources
GDP	Gross Domestic Product
HDSA	Historically Disadvantaged South African
LEDA	Limpopo Economic Development Agency,
LLM	Lephalale Local Municipality
MPRDA	Minerals and Petroleum Resources Development Act
NPO	Non-Profit Organisations
RDP	Reconstruction and Development Programme
SEDA	Small Enterprise Development Agency
SLP	Social and Labour Plan
UN	United Nations
WDM	Waterberg District Municipality

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1   INTRODUCTION

In the past 20 years, South African society has shifted its expectations of the mining industry. Whereas during the *apartheid* era the mining industry was largely expected to make profits, the industry is now expected to be a responsible profit maker, contributor towards a better society and an agent for the redress of the negative consequences of the *apartheid* system. Key to this expectation is the issue of mining operations' responsibility to contributing to the development of host communities through the implementation of community development projects, that is, projects that seek to uplift the socio-economic standing of communities (such as local economic development, community economic development, socio-economic development). In accordance with the law and what is touted as best practice, such projects must be developed and implemented in collaboration with the communities involved.

This study sought to investigate the link between the participation of the beneficiaries of community development projects implemented in the name of Corporate Social Responsibility (CSR) and the sustainability of the community development projects. Furthermore, the research sought to specifically establish how community participation influenced the sustainability of community development projects. Community members who benefited directly from the projects are referred to as beneficiaries. Although community development relates to the whole community, for the purpose of this study, the focus was largely on the beneficiaries of the community development projects. Thus, when referring to communities or community members the focus is on the beneficiaries. Two community development projects implemented by Grootegeluk Coal Mine (Grootegeluk) were investigated. Both projects are enterprise development projects, which means that they are projects that operate as businesses which generate an income for beneficiaries.

1.2   BACKGROUND AND CONTEXT

The mining industry is one of the key economic sectors of South Africa. It directly contributes 8% to the country's Gross Domestic Product (GDP), and accounts for roughly 14% of non-agricultural jobs in the country (Chamber of Mines, 2013). Most mining activities take place in largely isolated, often rural or partly rural areas with significant developmental challenges, including high poverty rates, low skills bases, high unemployment, poor social and economic infrastructure and in many instances, social pathologies. In several of these areas, mining is the dominant economic activity

and communities are dependent, in one form or another, on mining activities for their livelihoods (Cronjé & Chenga, 2009:413).

During the *apartheid era*, mines were run purely for profit, with little or no consideration for their social and environmental impacts[1]. In that time the industry also benefited directly from the *apartheid* system's policies, particularly the policies that ensured a supply of cheap black labour, the prohibition of property ownership by blacks and the limitation of political and economic rights of Blacks (April, 2012:118; Cronjé & Chenga, 2009: 413-414; Kloppers & Du Plessis, 2008:92).

In *post-apartheid* South Africa, the mining industry is expected by the state, civil society and communities to make their profits in a responsible manner, while also playing a significant and active role in addressing developmental challenges and redressing the ills of the *apartheid* regime. This expectation includes the implementation of projects aimed at developing communities, the facilitation of meaningful participation and involvement in mining operations through extending employment opportunities to communities and allowing participation in determining and managing the potential impacts of mines (April, 2012:116; Kloppers & Du Plessis, 2008:19, 93; Ndhlovu, 2011:71; South Africa, 2010:4).

According to April (2012:115), Kloppers and Du Plessis (2008:93) and Ndhlovu (2011:73) such expectations of the private sector (also termed business/es or corporations) are part of South Africa's unique brand of legislated CSR. Traditionally, CSR centres on the expectation that businesses are not only responsible to their respective shareholders but also to society at large and must therefore contribute to society's welfare. In this regard, the private sector is expected to minimise or mitigate any negative impacts on society and actively contribute to the betterment thereof. Widely accepted elements of CSR include the protection and promotion of human, worker and animal rights, compliance with legal requirements, sound corporate governance, business ethics, environmental protection, community development and the establishment of positive relationships between companies and their various stakeholders (Blowfield & Murray, 2008:12-24; Hamann, 2008:6; Kloppers & Du Plessis, 2008:95; Ndhlovu, 2011:73). Thus, societal expectations of the private sector are extensive and have evolved over time. Each aspect has its own implications for how companies conduct their activities and make decisions. Moreover, the aspects can have specific levels of prioritisation within companies and industries and indeed the regions in which the companies operate (Visser, 2005:29).

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[1] Such as environmental degradation, the creation of dysfunctional communities through same sex hostels and the migrant labour system.

Despite its multifaceted nature, in South Africa – as with the rest of the African continent - the CSR expectations of society and CSR implementation are dominated by the community development aspect. In this regard, the mining industry's approach is no different. CSR initiatives of mining companies have focused primarily on community development. This emphasis is a result of the development challenges the continent faces as well as the infancy of the discipline on the continent (Hamann, 2004:288; Hamann, 2008:26; Visser, 2005:40).

The expectation for the mining industry to contribute to development and redress the ills of *apartheid* is enshrined in the Minerals and Petroleum Resources Development Act of 2002 (MPRDA) and its Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry of 2010 (Mining Charter). These pieces of legislation apply to all mining companies and aim to ensure that the mining industry benefits society through community development, by facilitating meaningful participation of Historically Disadvantaged South Africans (HDSAs) and by ensuring that mining takes place in a sustainable manner (April, 2012:115; Cronjé & Chenga, 2009:6; Kloppers & Du Plessis, 2008:93).

In practical terms, mining right applicants and/or holders are required, together with host neighbouring communities through local municipalities, to assess the developmental needs of communities and select and implement projects which address these needs (Hamann, 2008:10, 26; Kloppers & Du Plessis, 2008:104; South Africa, 2010:4). The commitment to community development is encapsulated in the Social and Labour Plan (SLP), which forms part of mining right applications and renewals. For this study, two community development projects implemented at Grootegeluk, as part of legislative requirements and CSR expectations, were investigated.

According to the Chamber of Mines (2013:4), in an attempt to fulfil the community development requirements of the MPRDA and the Mining Charter and to satisfy the community development aspects of CSR, the top ten mining companies operating in South Africa spent approximately R2.4 billion on community development projects in 2013. As this amount is limited to the top ten mining companies, it may very well be that figures for the entire industry are much higher. Mining companies, such as Anglo American and Lonmin often cite the amounts expended on community development as a sign of their contribution. However, in measuring the contribution of community development endeavours, a shift has taken place from observing the amounts spent, to considering the impact that community development projects are having on the improvement and sustainability of communities.

Unfortunately, most companies do not measure the community development impacts of their projects (Trialogue, cited in Jones, 2013). The limited data on the impact of the community development projects of the mining industry could indicate that the contributions of projects to real development on the ground are limited, mostly because community development projects tend to have low success rates (Hamann, 2004:283; Hamann, 2008:29; Mabuza *et al.*, 2010:3; Rossouw, 2011). This is corroborated by research conducted by the Bench Marks Foundation. Since 2007, the Foundation has conducted ten in-depth investigations into the performance of mining companies' CSR practices. On the community development aspect, the Foundation has found that community development projects implemented by mining operations suffer from low success rates and/or poor performance.

The Bench Marks Foundation's Policy Gap 6 investigation, which was a review of the CSR performance of prominent platinum mining companies' operations in the Bojanala District Municipality, found the following:

- Anglo Platinum built a state of the art computer centre at a school without first establishing whether the Department of Education had the budget for a computer literacy teacher. Consequently, the computer lab stands unused (Bench Marks Foundation, 2012:55).
- Lonmin Platinum invested in a multimillion Rand hydroponics project which was only functional for a short time before collapsing (Bench Marks Foundation, 2012:76).

In the same report, the Foundation quotes the Rustenburg Community Monitors, a community monitoring group based in Rustenburg, who concluded in 2012 that many community development projects in the Rustenburg area fail (Bench Marks Foundation, 2012:121).

Given the developmental challenges that the communities in which mines are operating, such as those of the Lephalale Local Municipality (LLM) where Grootegeluk is located, and the potential positive impacts that well developed and implemented community development endeavours could have, the failure of projects is untenable. For communities, the failure of these projects means that the opportunities to address developmental challenges are lost and unless further resources are invested, the challenges remain unresolved. The unsuccessful projects of mining companies negate the gains that successful community development projects can provide for the companies. Such gains may include reputation enhancement, compliance with the law, sound community relations and a Social Licence to Operate[2] (Blowfield & Murray, 2008:136; Chernev & Blair, 2015:1412; Michelon *et al.*, 2013:81-94). In terms of the company's reputation, the company's

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[2] The continued approval or acceptance of a company's activities by the local community and other stakeholders (The International Council on Mining and Metals, 2011:13).

image may be associated with failure or lack of commitment to community development. With regard to stakeholder relations, disgruntlement and frustration of communities and other stakeholders resulting from a perceived lack of commitment and action towards community development have the potential to jeopardise the company's Social Licence to Operate.

The impact of failed projects has recently become evident in the form of community protests in mining communities. A case in point is the protest actions taken by communities along the platinum belt against mining companies. Since 2011, there have been no less than five community protests related to the underperformance of mines in terms of their community development duties (ANA Reporter, 2016; Evans, 2015). In Limpopo, the community members of Atok community took to the streets to protest against a neighbouring mine's reported unwillingness to implement income generating community development projects (RDM News Wire, 2015). Similar protests have taken place in the Manganese and Iron rich areas of the Northern Cape. Since 2012, there have been no less than three violent protests against mines for the same reasons as stated above.

The consequences of the failure of community development projects on both communities and mining companies make it imperative to improve sustainability and the success rates of projects. Over the past thirty years much has been written on the improvement of community development project sustainability and success rates.

Some of the key factors found to contribute to the failure of community development projects include:

- Inappropriateness of projects given the political and socio-economic contexts, dynamics and needs of the communities involved (Barnes *et al.*, 2014:80-81; Kealey *et al.*, 2006:43; Ndou, 2012:95).
- Poor or inadequate project planning and management (Barnes *et al.*, 2014:81,83; Chenga *et al.*, 2006:60; Ndou, 2012:95).
- Insufficient funding and support for projects (Ndou, 2012:97).
- Insufficient post-implementation monitoring, evaluation and support (Barnes *et al.*, 2014:76, 84; Chenga *et al.*, 2006:61; Kealey *et al.*, 2006:42; Ndou, 2012:98).
- Lack of consultation with key stakeholders (Barnes *et al.*, 2014:76, 81; Chenga *et al.*, 2006:58; Kealey *et al.*, 2006:42).
- Lack of participation of beneficiaries (Barnes *et al.*, 2014:78, 83-84; Kealey *et al.*, 2006:42; Ndou, 2012:95).

Having provided an overview of the context in which community development projects are implemented in the South African mining industry, the drivers of community development as well as the challenges encountered, this Chapter now turns to the area in which the research was conducted and provides a brief socio-economic setting of the area.

Grootegeluk is located in LLM, one of the six local municipalities of the Waterberg District Municipality (WDM), Limpopo Province. According to Statistics South Africa (2012) the municipality had a population of 115 768 people in 2011, which indicated a 36% population growth between 2001 and 2011. The increase has been attributed to natural growth as well as in-migration of job seekers. The municipality is an economic hub and attracts job seekers from other parts of the province and country. The unemployment rate in the municipality was over 22% in 2011 (an increase of 3.7% from 2001).

In 2011, almost 58% of households in the municipality earned less than R38 200 per annum. In 2012, it was estimated that well over 12% of households in the municipality had no recordable income. In the same year, 38.3% of the population lived below the poverty line (Lephalale Local Municipality, 2015:33; Statistics South Africa, 2012). In terms of spatial organisation, the municipality has a town, townships, sparsely scattered villages, informal settlements, and farms. The following table summarises the socio-economic situation in LLM.

Table 1-1 Key socio economic statistics in LLM

Aspect	LLM	WDM
Total population	115 767	679 336
Dependency ratio	43.5%	55.5
Unemployment rate	22%	28%
Youth unemployment rate	27%	35%
Flush toilet connected to sewerage	39.5%	43%
Piped water inside dwelling	31.4%	54%

Developed from results of the Statistics South Africa Census, 2011

LLM lies within the Waterberg coalfields, South Africa's largest coalfields (Lephalale Local Municipality, 2015:135). Its primary economic activity is coal mining and electricity production, with Grootegeluk being the largest producer of coal in the area. Grootegeluk was established in 1980 and laid the basis for the economic development of the surrounding areas and the establishment of the town of Lephalale. Mining and power generation are likely to remain the primary economic activity in the area, as Grootegeluk will be undergoing an upgrade and more

coal mining projects and power stations have been commissioned in the area (Lephalale Local Municipality, 2015:12).

From the above, it is clear that the area's mineral wealth is the mainstay of the area's economy and livelihood. It is also clear that there is much room for improvement in terms of development and poverty alleviation. The area is therefore the ideal location for employing mines' community development projects to uplift communities.

The specific problem that was investigated by the research is described next.

1.3   PROBLEM STATEMENT

As alluded to above, despite significant amounts of money spent on community development projects by mining companies, community development projects experience low sustainability rates. This has a consequence for both communities (beneficiaries) and the companies involved. Community participation, specifically the participation of beneficiaries, has been identified as one of the key contributing factors to the sustainability of community development projects. In line with this, the problem that was investigated is the sustainability of community development projects implemented by Grootegeluk in the LLM area. More specifically, whether and how community participation throughout the project life cycle influenced the sustainability of community development was examined.

1.4   RESEARCH QUESTIONS

Given the introduction and the problem statement, there are four main research questions that guided the research. These are as follows:

- What do the concepts CSR, sustainable development, community development, human development and community participation mean?
- What, according to the literature, is the relationship between the sustainability of community development projects and community participation?
- Within the study area and based on the empirical findings, what is the predominant relationship between the sustainability of community development projects and community participation?
- What recommendations can be made in terms of community participation practices, in order to improve the sustainability of community development projects?

1.5 RESEARCH OBJECTIVES

In line with the above research questions, the research objectives of the proposed research were as follows:

- Provide a sound understanding of the concepts CSR, sustainable development, community development, human development and community participation from the existing literature.
- From the literature, explore the relationship between the sustainability of community development projects and community participation.
- From the empirical findings, determine the predominant relationship between the sustainability of community development projects and community participation in the study area.
- Make recommendations in terms of community participation practices which can ultimately lead to improved sustainability of the mine's community development projects.

1.6 CENTRAL THEORETICAL STATEMENTS

As outlined above, there is an expectation that the mining industry must contribute towards development through the implementation of community development projects which have a real impact on communities. Moreover, it is accepted that the private sector's community development endeavours can, when implemented successfully, have a positive impact on beneficiaries (Adeyanju, 2012:41; Hamann, 2003:245; Marais, 2010:102; Visser, 2005:31).

Therefore, it is important that companies adopt practices which increase the sustainability of their community development projects. There are several factors highlighted above (*See Section 1.2*), which contribute to community development failure. Community participation has been identified as one of the key contributing factors to the sustainability of community development projects.

There has been a growing body of research which indicates a positive relationship between increased project sustainability and community participation (Chenga *et al.*, 2006:58-59; Kakaza, 2009:106; Khwaja, 2004:428; Maharjan *et al.*, 2003:3-8). Community participation is seen as a key ingredient in improving the sustainability and success of projects and consequently features prominently in the best practice manuals of international development agencies and donors alike (Lyons *et al.,* 2001:1248; Mansuri & Rao, 2004:5-6; Marais, 2010:92, 102). Furthermore, communities are considered key stakeholders in community development and thus need to participate in community development project selection and implementation (Marais, 2010:92; Nzau-Muteta *et al.,* 2005:8).

In relation to community participation, research indicates that limited – or lack of – community participation gives rise to the following challenges:

- Limited understanding of community needs, weaknesses, strengths and dynamics (Chenga *et al.*, 2006:58; Khwaja, 2004:428; Maharjan *et al.*, 2003: 3-8).
- The exclusion of indigenous knowledge which could inform suitable project selection and design (Ndou, 2012:31).
- Lost opportunity for community buy-in, commitment and ownership of projects (Chenga *et al.*, 2006:58-59; Kakaza, 2009:106; Khwaja, 2004:428).

With reference to the mining industry, the Bench Marks Foundation (2012:127) found that the lack of, or limited participation of community members in community development projects is one of the primary reasons for the failure of mines' CSR projects in the Bojanala District Municipality. The Foundation recommends that mining companies develop their CSR programmes in collaboration with communities to ensure that these projects meet the needs of communities and gain the necessary buy-in.

In the assessment of the impact of CSR on sustainable community development, Marais (2010:102-103) found that the degree to which stakeholders, including beneficiaries, participate in the project (design, development and execution) is one of the factors that determine the long-term development impact of a community development project. Marais (2010:92, 102) concluded that the sustainability of community development projects is linked to community inclusiveness and consultation.

These findings are corroborated by Chenga *et al.* (2006:48-61), who identify the following aspects as key for sustainable social projects:

- Ownership of the project by the company, the community, as well as other participants to build commitment amongst participants.
- Partnership and collaborative effort amongst participants to avoid duplication, and encourage optimal resource use and distribution of responsibilities.
- Solid and practical planning around selecting and implementing projects.
- Evaluation of the project based on the goals the project seeks to achieve or the challenges it seeks to resolve.
- Ongoing training of communities by companies, Non-Profit Organisations (NPO) and the state to facilitate project sustainability.

- Ongoing financial and management support.

1.7   RESEARCH DESIGN

Prior to conducting research the researcher selected the research design and research methodology to be used. The research design guided the research methodology and the analysis of the data collected and it was considered the best suited to answer the research questions asked (Bryman, 2012:45; Mouton, 2001:55).

Mouton (2001:56) describes research methodology as an activity which focuses on the research process and the types of tools and procedures employed during research. For this research, these methods were carefully selected to ensure that they produced objective and unbiased findings. According to Bryman (2012:45) research methods are linked with different types of research designs.

Given the research questions posed and resource constraints, two of Grootegeluk's community development projects were used as case studies. A case study is a research design which involves comprehensive and thorough analysis of one or few cases; be it individuals, groups, or events, over a sustained time (Auriacombe & Mouton, 2007:445; Bryman, 2012:66; Webb & Auriacombe, 2006:599). The purpose of this is to gain an in-depth understanding of the case/s. The findings from the study is then utilised to apply to other cases and/or contexts. This is done through the examination of a phenomenon (in this case, if and how the participation of beneficiaries influences project sustainability) in a real-life context (Webb & Auriacombe, 2006:599-600). Critics of this study design note that because it focuses on a single or few cases, there is no way of establishing the reliability of findings nor can the findings be used as a basis for generalisation. Moreover, because of the intensity of the study, there is room for bias. Nevertheless, Webb & Auriacombe (2006:600) note that case study methods have been used with great success when carefully planned and conducted.

1.7.1   Research methodology

The research sought an understanding of the community participation practices of Grootegeluk in relation to community development projects. When research is conducted to understand a phenomenon or to explore possible correlations between two or more phenomena, qualitative research methodologies are the most appropriate to utilise. Qualitative research allows for richer and more detailed insight of the phenomena being studied within the context that the phenomena

takes place (Auriacombe & Mouton, 2007:441; Bryman, 2012:35; Leedy & Ormrod, 2005:183). The research methodology followed for this study was therefore qualitative.

According to Auriacombe and Mouton (2007:442-443) the main advantages of qualitative research are as follows:

- Qualitative research allows for the researcher to simultaneously study a complex situation which comprises interrelated phenomena.
- In qualitative research, as the researcher is studying phenomena without being involved and with little intrusion, the researcher does not need to control different factors which may affect the outcome of the study and is therefore free to study the phenomena as it unfolds.
- The researcher can get an 'insider's view' of reality of the subjects by capturing their frames of reference and their definition of the situation.
- The open ended and flexible nature of a qualitative study allows for the emergence of new ideas and hypotheses over the course of the study.

Bryman (2012:405-406) notes that there are four primary critiques against qualitative research. First, critics point to the impressionistic and subjective nature of qualitative research. The claim is that subjectivities are caused by the researcher's view of what is important and the relationships that develop between the researcher and the subjects. Secondly, the unstructured nature of qualitative research, the freedom that the researcher has in choosing what to focus on, as well as the different responses that may be given depending on the researcher's characteristics[3] make qualitative research findings and interpretation difficult to replicate. Thirdly, it is difficult to make generalisations based on qualitative research, because the findings of qualitative research are highly localised and often only apply to the subjects of the study. However, Mitchell (cited in Bryman, 2012:406) notes that the findings of qualitative research do not seek to make generalisations about populations, but rather about theories, thus certain kinds of generalisations can be derived from qualitative study. Lastly, because of the nature of qualitative research, it may be difficult to ascertain what the researcher did during the research and analysis and indeed how they arrived at their findings and conclusions. Thus, it is difficult to establish transparency.

In order to address some of the critiques stated above, several criteria have been developed to evaluate the quality of qualitative research, namely trustworthiness and authenticity (Lincoln & Guba, cited in Bryman, 2012:390). The criteria for assessing trustworthiness are as follows:

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[3] For example: age, personality, gender, etc.

- Credibility: Whether the results of the research conducted are reliable from the perspective of the participant. This is done by ensuring that best practice is utilised during data collection and carrying out interviewee validation after the study is complete.
- Transferability: The extent to which the findings of the study can be applied to other situations.
- Dependability: Whether findings would be the same if the study is replicated using the same interviewees or utilising a similar context.
- Confirmability: The extent to which the findings of the research are the product of the research conducted and not of other biases, including the researcher's own.

1.7.2 Research procedures

The main research procedures utilised for this study were a literature review and semi-structured interviews. These are discussed in detail below.

1.7.2.1 Literature review

The literature review was used to provide context to the research problem by locating existing knowledge on the topics of relevance (Bryman, 2012:97). It was more specifically used to:

- Explore the concepts and theories that bear relevance to the topic.
- Learn what research has already been conducted on community participation, community development and CSR to establish what is already known and what knowledge gaps exist.
- Determine how other scholars who have conducted research in the field have gone about their research.
- Establish what instruments have been developed to measure community participation and community development project success and sustainability.
- Explore the socio-economic, political and policy setting under which community development and community participation takes place at participating mines prior to collecting primary data. This will not only provide a partial understanding of possible issues, but will help aid in determining the best way to collect primary data.

The sources consulted for the literature review included scholarly books, journal articles, newspaper articles, research studies conducted by others, reports and statistical data.

1.7.2.2 Semi-structured interviews

As stated above, semi-structured interviews were conducted to collect primary data. Due to time and resource constraints only one mine, Grootegeluk, and two pre-selected relevant community development projects were researched. Both the projects are enterprise development projects.

Two separate interview schedules were designed. The first was used in interviews with two employees located in the Corporate Citizenship Department of the mine, which are corporate citizenship officials. The interviewees were a Local Economic Development Practitioner and a community development Specialist for Exxaro Resource Limited (Exxaro) in the Waterberg region. Exxaro is the company that owns Grootegeluk. The schedule for these interviews focused on the participation practices employed for community development projects. The interviewees were selected as they had intimate knowledge of the projects and participation processes followed throughout the project life cycles. They were chosen by enquiring about their involvement in the projects.

The second interview schedule was utilised for interviews with beneficiaries of the projects under study. The beneficiaries are also members of the communities where the projects were implemented. As with the corporate citizenship officials, the interviewees (beneficiaries) were selected based on the depth and breadth of their knowledge about the projects and their involvement throughout the project life cycles. No other community members were interviewed. The schedule was designed to establish whether beneficiaries had experienced participation in development projects and what impact it had had on the project if at all.

The interview schedule utilised to interview beneficiaries focused on beneficiaries experienced participation in their respective development projects. The researcher translated the community schedule to Setswana as most beneficiaries and employees of the projects spoke Setswana. Only one beneficiary was interviewed in English; all others were interviewed in Setswana.

Semi-structured interviews were used for data collection. A semi-structured interview is one in which the interview schedule is composed entirely or largely of open ended questions, which provide a frame of reference for answering questions, but provide the interviewee with the freedom to answer questions in any way they wish to (Bryman, 2012:471; Jarbandhan & Schutte, 2006:678). The advantage of using semi-structured interviews is that they are flexible and thus allow for greater flow of information. The interviewer is free to ask questions that are not in the schedule and can therefore gather information that he/she had not planned on attaining (Bryman, 2012:471; Leedy & Ormrod, 2005:147). Semi-structured interviews also allow for the discovery

and investigation of new aspects of a problem through the details provided by interviewees. Moreover, the nature of semi-structured interviews can also tap into the emotions of the subject on the specific subject matter, which further increases the richness of the data (Bless *et al.,* 2006:140).

The limitations of semi-structured interviews are that they are strongly dependent on the skill of the interviewer and the interviewees' reaction to the interviewer and their interviewing style. If the interviewer is not competent in interviewing, they may not inspire confidence in interviewees and may even inadvertently alienate them, thus limiting the richness and quality of the data collected. Moreover, low competence may introduce bias. Another disadvantage is that interviews are time consuming and often costly (Bless *et al.,* 2006:119).

As indicated two corporate citizenship officials were interviewed. Seven beneficiaries and two employees of the community development projects were also interviewed. The employees of the community development projects were interviewed because it was felt that they could provide an outsiders' outlook on the project. For the purpose of the study, all interviewees were made anonymous.

In order to increase the chances of achieving the maximum response rate and to establish a level of responsiveness from participants most interviews were conducted face-to-face. Only one interview had to be conducted telephonically as the interviewee was not present at the time that the researcher was on site to conduct interviews. The interviews were electronically recorded. Recording the interviews allowed for continuous engagement with the interviewees, which made for smooth flowing interviews. It also ensured that no important information provided by the interviewees was lost, as would have been the risk when only taking notes.

Interviews were conducted at the project sites because it was felt that participants would be most comfortable there and it meant that they did not have to travel to any location, thus saving them time and improving the likelihood of them participating. The challenge with this was that the interviews were sometimes disrupted by customers and other visitors. Also, at one site, the office was slightly noisy, which created some distraction for interviewee and interviewer.

Both corporate citizenship officials were interviewed in English. In preparation for the interviews, the interviewer conducted 'mock' interviews with willing colleagues. The mock interviews helped the researcher to test the flow of the questions and assisted the researcher to become comfortable with asking the questions on the research schedule. It also assisted with increasing

comfort when asking probing questions and deviating from the schedule when it was necessary to gather more information.

After the first interview with a beneficiary, the researcher had to modify the schedule to include some questions which were deemed necessary. Because of the flexible nature of semi-structured interviews, the process was fairly easy, only requiring that the questions be inserted in the relevant areas in the existing schedule. The additional questions were meant to establish how beneficiaries felt about the progress of the project and to establish what kinds of challenges had been experienced. A question about the future aspirations for the projects was also asked.

The researcher found that the participants were varied, some were comfortable answering questions and were forthcoming with information and did not need to be probed, whereas others provided short answers and thus needed to be probed. Most interviewees seemed nervous at the beginning of interviews but relaxed in the progression of the interview.

In cases where probing was required the researcher attempted to find the most sensitive and least leading and neutral ways to probe. In cases where the participants showed signs of discomfort (fiddling and rocking in their chairs, for instance) care was taken not to upset the interviewees.

Interviewees also showed different levels of comfort with the recorder. Some seemed to be very comfortable with it while others were uncomfortable, seeming to talk away from the recorder. The ones who expressed concern about the recorder were given the option of writing down answers or having the researcher make notes but they opted for recording.

A purposive sampling method was used to select participants. According to Burger and Silima (2006:663) and Leedy and Ormrod (2005:206) purposive sampling is a sampling method in which the researcher utilises her/his expert judgement and knowledge of the population to choose units of research which are representative of the population to be studied. The sample is chosen in accordance with the study and subjects are chosen because of a specific character/characteristic which they possess. Generally, the approach is to find important differences within the population and to choose a sample that captures the differences as they occur.

The corporate citizenship officials were selected for interviewing because they are intimately familiar with the projects. The practitioner is drives the projects during the project life cycle while the specialist oversees the overall Local Economic Development Program in the Waterberg region. Regarding the beneficiaries, the individuals most knowledgeable about the project and

the processes were selected for interviewing. The individuals are both beneficiaries of the projects and are members of the communities in which the projects were implemented.

Purposive sampling may present the following limitations:

- With purposive sampling, it is not possible to determine if the sample units are representative of the population being studied. It may thus be difficult to generalise the population being studied (Burger & Silima, 2006:663; Leedy & Ormrod, 2005:206).
- Because the sample is small it may be difficult to determine the potential sources of variations in the population and include sample units that reflect the variation (Schurink & Auriacombe, 2010:441). As a result, the issues of reliability and validity of data may be questioned.
- It may be difficult to use the findings to generalise to other populations as a single case study design was employed (Burger & Silima, 2006:663; Leedy & Ormrod, 2005:206).
- Purposive sampling requires that the researcher have considerable prior knowledge of the population before the sample is drawn. The information available to the researcher may simply not be adequate to make fully informed decisions.

Once the interviews were completed, the recordings were transcribed in preparation for analysis.

1.7.3   Data analysis

For this study, the gathered data was thematically analysed. Thematic analysis is a qualitative research approach that categorises predetermined themes in collected data. A thematic analysis was conducted via coding. Coding is a process by which data is broken down into smaller components and labelled (Auriacombe & Mouton, 2007:462; Bryman, 2012:568). Themes and concepts were used to code the data. The data acquired from interviews was analysed manually using the Framework method in which a matrix is used to order and synthesise data (Bryman, 2012:579).

1.7.4   Ethical considerations

The researcher upheld the ethics policy of the North-West University. More specifically, the researcher employed the following procedural ethics while collecting primary data:

- Research was not carried out in a manner that could cause physical, developmental or psychological harm to participants. Furthermore, the researcher ensured that no harm came to participants as a result of the research.
- To ensure informed consent, participants were given full information on the purpose of the research and methods that were to be utilised to gather information. Only once the information had been conveyed was consent sought.
- Only voluntary participation was utilised. No participant was forced, coerced, intimidated or deceived into participating in the study. Participants could withdraw from the study at any time.
- The privacy of participants was respected at all times.
- All participants were treated with respect and dignity throughout the duration of the study.
- The researcher did not fabricate or falsify data.

1.7.5   Limitations of the study

In research, limitations are the conditions that restrict the research and the results there of (Mouton *et al.*, 2006:579). The limitations of the study are discussed below.

Some of the participants of the study are employees of the mine and are responsible for conceptualising and implementation community development projects. This may have led to subjectivity in terms of how questions were answered and the information provided. Furthermore, the remainder of participants were drawn from the beneficiaries of projects who are members of the host communities of Grootegeluk, issues outside the subject such as non-employment of locals and other conflicts may have led to subjectivity or questions not being answered truthfully. To counter this risk, the researcher used secondary data such as project plans, reports and other relevant available information to, where possible, corroborate responses.

The Corporate Citizenship Department of Grootegeluk were meant to have arranged for the researcher to meet with beneficiaries, however, it seemed that beneficiaries had not been informed beforehand that the researcher would be coming to conduct interviews with them. The challenge with this was that two key beneficiaries were not available. The one beneficiary was not available at all and had to be interviewed via telephone. The second beneficiary was only available in the late afternoon and was in a rush. The interview was conducted with the beneficiary, however, in the beginning it was unsettled. It was only in the later 70% of the interview that the interviewee relaxed and expressed himself more fully. Of concern was the impact that the researcher was not expected and was thus disrupting the beneficiaries' day. Another concern

was the impact this may have had on the quality of the responses. On the other hand, not being expected may have led to more honest, unfiltered responses.

Aside from the beneficiaries, no community members were interviewed, thus the findings on the benefits of the community development projects on the respective communities and overall impact on community sustainability could not be established objectively. Beneficiaries and corporate citizenship officials had vested interests in indicating that the project had benefited the respective communities.

The above limitations are not considered significant given that the researcher has researched the topic and the population extensively using numerous sources. With regard to the limitations of purposive sampling, through research, the researcher has gained adequate knowledge to overcome the limitations presented by this form of sampling. Furthermore, the study does not seek to make general statements but rather seeks to contribute to an existing body of knowledge.

1.8 SIGNIFICANCE OF THE STUDY

The research has the potential to assist the participating mine (and other mines) and the communities it seeks to serve. The research can help improve the sustainability of community development projects by identifying gaps in participation practices and providing practical solutions to resolve these. This is particularly important given the development challenges of the area and the conflicts between certain host communities and mines in the area.

Although this knowledge will be localised and cannot be utilised to make generalisations, lessons learnt from the research and the findings can be useful in other areas where a lack of community participation is a hindrance to the sustainability of community development projects. It is anticipated that the research will add to the existing body of knowledge around community participation and its relationship to the selection and implementation of sustainable community development projects.

1.9 CHAPTER LAYOUT

Chapter 1: This chapter comprises a general introduction and orientation of the study and highlights the problem statement, which is to investigate the link between community participation and the sustainability of CSR projects, specifically how participation influences the sustainability of community development projects. The associated research questions and objectives are listed

and the research methodology, design, instruments and population are described. The chapter concludes by highlighting the significance of the study.

Chapter 2: This chapter provides theoretical conceptualisation of key topics such as sustainable development, CSR, human development, community development and community participation. The chapter also sought to provide a literature overview of the link between community participation and the sustainability of community development projects implemented in the name of CSR. It did so by examining specifically if and how community participation influenced the sustainability of community development projects.

Chapter 3: This chapter presents the empirical findings of the research and discuss the results as they relate to the literature.

Chapter 4: This chapter provides recommendations emanating from the research and draws conclusions from the study.

1.10   CONCLUSION

Mining companies are obligated by legislation and the expectations of society to contribute to the development of their host communities. The companies have, over the past decade, expended billions of Rands in fulfilling this obligation. However, the community development projects implemented have experienced low success rates and sustainability. The development challenges faced by the mine host communities make it imperative to increase the success and sustainability of projects. This chapter detailed the qualitative research into the relationship between community development project success and sustainability, and community participation conducted at Grootegeluk; that is, whether community participation had an influence on the sustainability of community projects. The research sought to contribute to the body of knowledge on the issue and provides recommendations on how project sustainability can be improved.

CHAPTER 2: THEORETICAL CONCEPTUALISATION OF KEY CONCEPTS

2.1 INTRODUCTION

In line with the framework for this research, this chapter seeks to provide a theoretical conceptualisation of the concepts most pertinent to the research, including CSR, sustainable development, human development, community development, and community participation. The chapter begins with a description of CSR to provide an understanding of the concept and its relationship to the socio-economic development. The concept of sustainable development is introduced as a way of thinking about development. It is acknowledged that sustainable development is multifaceted, however, in keeping with the focus of the study the review pays attention to the social dimension of sustainable development. The link between sustainable development, CSR and the private sector is also explored.

To gain a further understanding of the social dimension of sustainable development, the literature review also discusses the concept of human development. The notions of human centred development and holistic well-being are introduced as ways of seeing development.

As the purpose of the research was to investigate development projects in a specific community, it was key to gain an understanding of community development, thus the next section of the literature review considers this concept. The next part of the literature review examines the concept of beneficiary participation as an approach to community development.

In keeping with the research topic, community development project sustainability is discussed in the chapter. In the last section of the chapter, the link between sustainability of community development projects and beneficiary participation is deliberated through a review of literature that addresses the linkage. The review examined if and how beneficiary participation influenced the sustainability of community development projects.

The approach of exploration of each concept focuses on international developments and emphasise the South African perspective where appropriate. The chapter focuses on different aspects of each topic including the histories, definitions, critiques, applications as well as the relationships between the concepts. The concepts covered as part of the literature review were used as a basis for exploring the relationship between the sustainability of community development projects implemented as part of CSR and beneficiary participation.

2.2   CORPORATE SOCIAL RESPONSIBILITY

Since the early 1990s, the responsibilities of businesses to society have come into sharp focus from several quarters including governments, the NPO sector as well as society at large (Blowfield & Murray, 2008:59; Kraus & Brtitzelmaier, 2012:282; World Business Council for sustainable development, 1999:6). This focus has been accompanied by, and has influenced relations between the private sector and these parties (Marais, 2010:53). Pertinent questions centre on what responsibilities businesses have towards society, how these responsibilities manifest and how they should be met (Hack *et al.*, 2014:47; Schwartz & Saiia, 2012:2).

Milton Friedman argues that the only social responsibility that a business has is to maximise profits within the confines of the law and societal norms (Blowfield & Frynas, 2005:505; Schwartz & Saiia, 2012:2, 6). This narrow view is contrasted with broader definitions which view the responsibility of the private sector as going beyond its profit maximisation duties to include responsibilities towards the betterment of society, caring for the biophysical environment and managing the negative impacts caused by businesses' activities (Blowfield & Frynas, 2005:503; Carroll, 1999:268; Hamann, 2003:238; Visser, 2005:32). The concept is recognition of the historical tensions that have existed between profit making and the needs of society at large (Marais, 2010:53). The broader definition of CSR as described above is generally accepted as capturing contemporary CSR (Blowfield & Murray, 2008:13; Hamann, 2003:238; Schwartz & Saiia, 2012:3–4). It would, however, be erroneous to assume that this view of CSR has always been dominant. The discussion below provides a short overview of the history of the conceptualisation and definition of CSR through the most critical stages of its evolution.

2.2.1   History of corporate social responsibility

The notion of CSR has an extensive and diverse history spanning centuries (Blowfield & Murray, 2008:41-44; Carroll, 1999:268; Hack *et al.*, 2014:46). More formal CSR action can be tracked to the beginning of the industrial revolution. For instance, some consumers boycotted foods produced using slave labour while some factory owners introduced measures to improve worker welfare (Blowfield & Frynas, 2005:500; Blowfield & Murray, 2008:43–44).

During the industrial revolution CSR practice was limited to paternalistic philanthropic endeavours and focused on individual 'businessmen' (Hack *et al.*, 2014:47; World Business Council for sustainable development, 1999:2). Some industrialists, for example, formed philanthropic foundations meant to look after their communities and employees while others provided social

amenities such as schools, clinics, and other amenities to workers (Ismail, 2009:199; World Business Council for sustainable development, 1999:5).

During the 1950s, owing to the growing awareness of the rising power and influence of corporations as well as socio-economic dynamics, CSR became prominent as a discourse (Carroll, 1999:269; Hack *et al.*, 2014:46-47; World Business Council for sustainable development, 1999:6). The initial conceptualisation of CSR was spearheaded by the contribution of Howard R. Bowen's 1953 publication 'Social Responsibilities of the Businessman'. He defined social responsibility as the responsibilities of businessmen to follow policies, make decisions and to act in ways which are desired by and are congruent with the objectives and values of our society (Carroll, 1999:270; Hack *et al.*, 2014:47). CSR was thus still, as the case during the industrial era, philanthropic, paternalistic and individually focused (Hack *et al.*, 2014:46).

The subsequent decades saw the broadening of the notion of CSR. In the 1960s and 1970s, focus turned from individual businessmen to whole businesses as parties who were responsible and accountable to society. Further, it expanded to incorporate factors such as labour, social and environmental issues (Blowfield, 2008:12; Carroll, 1999:270-273; Hack *et al.*, 2014:47).

Members of society began asking what role business should play in society, and whether the capitalist market could be trusted to act in the interest of society (Blowfield & Murray, 2008:12; Hamann; 2008:12, 48-49; World Business Council for sustainable development, 1999:6). Key precipitants of this broadening were the rise in environmental and social activist groups which formed in reaction to the growing influence of private sector players and the apparent negative social and biophysical consequences of private sector players actions. Prominent scholars also began conceptualising CSR differently. In 1963, McGuire and Davis (cited in Carroll, 1999:270-275) as well as Frederick (cited in Hack *et al.*, 2014:47) argued that the businesses' obligations to society went beyond legal and economic responsibility but also to society. Businesses were being seen as citizens, having a responsibility to be 'good' citizens. McGuire and Davis (cited in Carroll, 1999:270) proposed that such responsibilities included an interest in "politics, the welfare of the community, education, the happiness of a corporation's employees and more generally, society as a whole".

Building on this, Carroll (1999:283) proposed that CSR could be seen as a four-tier model which includes in order of importance; the economic, legal, ethical and discretionary expectations that society has of a given business at any given time. In sum, Carroll (1999:283-289) posited that as a base, the responsibility of a business is to produce goods and services and make profits. In

22

pursuance of profits, business must obey the law and ethical norms, behaviours and practices. Finally, business should engage in discretionary philanthropy.

The 1970s saw theorising about the interrelation between corporations and society. Definitions of the term suggested that businesses should responsible to their stakeholders rather than their shareholders. Because of the interconnectedness of society and business, CSR could not be an additional activity of business but rather had to be integrated into business decisions and actions. Previously, CSR was seen as an extra activity undertaken by the business but entirely outside of the operation of the business (Blowfield & Murray, 2008:51; Hack *et al.*, 2014:15). This was closely linked with the rise of sustainable development discourse as discussed later in this chapter.

2.2.2 Defining corporate social responsibility

As is evident from the above discussion, there is general consensus that, CSR denotes the expectation that the private sector has a responsibility to society and the environment. However, there is no universally recognised definition of CSR (Blowfield & Frynas, 2005:503; Carroll, 1999:268; Visser, 2005:32). For instance, the United Nations (UN) defines CSR as a company's ability to bring about long-term financial, environmental and ethical value. In this sense, companies which are socially responsible are those that operate in a responsible manner in alignment with universal ideologies and are active in supporting the society that they operate in. The UN's Global Compact Principles emphasise respect of human rights (including engaging in social development through investing in community development and stakeholder engagement), environmental protection, anti-corruption and good labour practices (United Nations, 2014:7, 11).

The World Business Council for sustainable development (1999:3) defines CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large". Similarly, Archie B. Carroll, one of the most prominent Scholars on the subject focuses on behaviour and proposes that CSR is the operation of a business in such a way that it is profitable, obeys the law and is socially supportive (Carroll, 1999:286).

Although varied, the above definitions emphasise the behaviour and actions of the private sector and strongly emphasise three aspects, namely ethical and lawful profit making, management of overall environmental management and a positive contribution to society. More directly, Blowfield and Murray (2008:24) propose that there are often several prominent and overlapping areas which modern definitions of CSR have tended to focus on, including business ethics, legal

compliance, philanthropy and community investment, environmental management, sustainability, animal, human and workers' rights, market relations, corruption, as well as corporate governance. They suggest that conceptualising modern CSR requires looking at what businesses are held responsible for.

Another way of defining at CSR is from the stakeholder theory perspective. According to proponents of this view, different individuals and groups in society have a stake or interest in a business and can affect, or be affected by a business's decisions and actions. For a business to be successful, it needs to consider these stakeholders when undertaking its activities. The interests of stakeholders and the business are interconnected. Thus, businesses must focus on how its actions affect stakeholders and not just shareholders if they are to survive (Blowfield & Murray, 2008:59-60; Freeman *et al.*, 2010:236; Hamann, 2008:9-12). Socially responsible corporations are those that treat the environment and stakeholders with respect, are aware of their impacts and work together with stakeholders to achieve mutually desired results (Hack *et al.*, 2014:47; Kraus & Brtitzelmaier, 2012:282). The focus thus becomes responsibility towards defined stakeholders.

At the very basic level, stakeholders include customers, employees, suppliers, communities, as well as financiers and secondary stakeholders (who are affected by the corporation but are not critical to the survival of the corporation and do not have legal claims to the company's resources but depend on non-binding ethical obligations) (Freeman *et al.*, 2010:236; Hamann, 2008:13). This notion of CSR provides a basis from which companies can establish their responsibilities by responding to the issues of and serving their stakeholders (Hamann, 2008:13).

From the above, conceptualising CSR appears to centre on 3 aspects which are practice and behaviour of corporations, stakeholder treatment and elements for which corporations are responsible (Blowfield & Frynas, 2005:503). Buchholz (1991) proposes that there are 5 key aspects in most definitions of CSR, namely:

- Corporations have a responsibility beyond their fiduciary duties.
- Such responsibilities entail assisting in resolving key social problems, particularly those caused by themselves.
- Corporations are responsible not only to their shareholders but rather their broader stakeholders.
- Businesses have impacts that go outside their marketplace transactions.
- Businesses serve a bigger variety of human values in addition to economic values.

The discussion above indicates that CSR has undergone evolution, not only in its definition but practice. From its practice as an individual philanthropic action to a broader focus on the behaviours of whole businesses relating to several aspects. Its evolution has been driven by societal changes and corresponding views of the role of the private sector within the broader societal 'ecosystem' (Blowfield & Murray, 2008:12; 36; Hack *et al.*, 2014:51; Hamann, 2003:238). The discussion shows that CSR is firmly on the agenda and is becoming more important to multiple global actors. It is anticipated that the definition will continue to evolve as society's expectations of corporations keep on changing (Hack *et al.*, 2014:51; World Business Council for sustainable development, 1999:4). Having discussed CSR in general terms, the next section focuses on CSR within the South African context.

2.2.3   Corporate social responsibility in South Africa

In South Africa, CSR has existed in several forms for many years. However, it was only in the 1970s when businesses came under pressure from the international community that it began to take a formal form. A milestone in this regard was the Sullivan Principles which sought to encourage North American companies who did not disinvest in *apartheid* South Africa to develop and adhere to policies of non-discrimination in their operations (Fig, 2002:81-82). The private sector started engaging in voluntary and often paternalistic top-down philanthropic community development initiatives. This continued in the late 1980s and 1990s as the eminent fall of *apartheid* became evident, as well as in the late 1990s when the new dispensation made calls for business to contribute more towards development (Cronjé & Chenga, 2009:417; Fig, 2002:82).

At the dawn of the new millennium the state began to define CSR in broader terms and to formalise the expectations that it had of the private sector by legislating numerous aspects of CSR. From 1998 to 2010 the state legislated several environmental management, human, animal and worker right laws, which in theory made the private sector more accountable for their actions and ensured that they managed their negative impacts. These laws strongly invoke CSR language and its elements (April, 2012:115; Kloppers & Du Plessis, 2008:93; Ndhlovu, 2011:73).

In addition to legislating large parts of contemporary CSR obligations, the state has also sought to encourage the private sector to play an active role in redressing the ills of the *apartheid* regime by making the economy more inclusive and addressing the developmental challenges. To this effect, businesses are expected to engage in community and skills development work and facilitate the participation of HDSAs in the formal economy (Cronjé & Chenga, 2007:6; Hamann, 2003:249; Kloppers & Du Plessis, 2008:93; Ndhlovu, 2011:71). In practice, the state has emphasised community development and has not adequately regulated other aspects of

legislated CSR, leading to businesses also focusing mostly on community development (Hamann, 2008:26; Visser, 2005:37). This is the case because of the enormity of socio-economic needs, high unemployment and poverty rates coupled with lower foreign direct investment received (Visser, 2005:37).

Cronjé and Chenga (2009:418) and Hamann and Kapelus (2004:87-88) note a similar pattern in the South African mining industry. Their research in a mining area in the North West Province indicated that companies' interpretation of CSR was often limited to philanthropic initiatives in education, health, welfare and/or small business development. These initiatives did not effectively address the negative socio-economic and ecological impacts of mining operations and were considered public relations exercises by stakeholders.

According to Hamann (2004:288) and Visser (2005:40) projects are implemented in such a way that they are separate from company operations. Thus, despite moves to broaden the scope of CSR and integrate it into core business activities, CSR implementation remains an 'add-on' activity which does not address whether profits are made in a responsible manner and is thus synonymous with corporate philanthropy. Furthermore, there is a risk of CSR becoming a white and/or green washing exercise (Hamann & Kapelus, 2004:90). Hamann (2003:244) proposes that for CSR to be effective and for it to contribute to sustainable development, mining companies must look beyond community development and give due focus to the decisions and actions which have negative consequences for the environment and communities. They should also conduct widespread and transparent stakeholder consultations and publicly report on their CSR holistically.

2.2.4   Critique of corporate social responsibility

Parallel to the growth in prominence of CSR is the growth of criticisms against its conceptualisation and its role. In this regard, critiques are varied. The following section discusses three primary critiques, namely; CSR is against business, CSR is too weak to be effective and the current conceptualisation of CSR is biased to western concerns and priorities.

According to the liberal economists' school of thought, the only social responsibility that a business has is to maximise profits within the confines of a free market environment, the law and social norms or codes of ethics. In so doing, business serves the public by creating wealth for society's members. Any activity which seeks to limit this is bad for business because it is a distraction from its sole responsibility. It is argued that managers are purely agents of

shareholders, therefore, utilising shareholders' resources on activities that do not maximise profits without their consent is tantamount to misappropriation of funds. In addition, corporate officials should not be involved in social policy decisions or act in the public interest because this is the realm of the state, an area in which they have no expertise (Blowfield & Murray, 2008:342, 505; Hamann, 2003:241; Schwartz & Saiia, 2012:2).

Counter to the above, other scholars note among others that the liberal economists' argument assumes a strongly governed environment which, because of globalisation, the growth of corporate power and the diminished power of governments, no longer exists (Hamann, 2003:241; Hamann, 2008:20-21). It also assumes that shareholders are only concerned about the bottom line, which may be incorrect as many are also concerned about other aspects such as CSR (Blowfield & Frynas, 2005:505; Schwartz & Saiia, 2012:13). Moreover, it incorrectly assumes that there are no 'bottom line' benefits to CSR. There is some evidence that CSR can have a positive role on profit making (Hamann, 2003:242; Schwartz & Saiia, 2012:14).

Another counter is that businesses simply have obligations outside of profit maximisation because the challenges faced by society require participation, and the rules of society have changed; society now expects corporations to act in the interest of society (Blowfield & Frynas, 2005:505; Hamann, 2003:241-243; Schwartz & Saiia, 2012:13).

Radical critics of CSR posit that corporations must take responsibility for their impacts, but argue that the current conceptualisation and practice of CSR is too weak to ensure that this happens. This is because CSR relies on voluntary action by corporations. Critics propose that CSR should rather be monitored and regulated to ensure compliance. Further, CSR in its current form is so broad that businesses can claim to be engaging in CSR without doing so. Thus, it is open to abuse and manipulation by corporations to such an extent that they claim to be responsible corporations, while they make little or no difference at all (Blowfield & Murray, 2008:346 - 347; Hack *et al.*, 2014:51; Hamann & Kapelus, 2004:86).

Idemudia (2011:2-5) critiques CSR on two fronts. Firstly, in its current form CSR is skewed in favour of western priorities and concerns and fails to sufficiently address the issues of less developed countries. Currently, CSR ignores issues which affect less developed countries severely such as tax avoidance and unsustainable investment. Secondly, the current conceptualisation of CSR assumes that the social, economic and policy environments prevalent in western countries are universal, whereas they are vastly different. This difference is critical as it determines what is expected of business in different contexts.

Despite the critiques and challenges, the concept of CSR remains powerful and it is clear that it is no longer business as usual and that the private sector is expected to contribute to society and biophysical environment protection.

Having contextualised CSR, the discussion moves to a closely linked concept named sustainable development. Sustainable development is not only linked to development practices but has also, as stated above linked to CSR. The first United Nation's Earth Summit brought to the fore questions regarding the general responsibilities corporations would have and more specifically, establishing responsible businesses which contribute to sustainable development through their policies and operations (Blowfield & Frynas, 2005:499; Hamann, 2008:2; Idemudia, 2011:1). Sustainable development and CSR have thus become two sides of the same coin.

2.3 SUSTAINABLE DEVELOPMENT

As stated above, for the private sector, CSR and sustainable development are interrelated concepts. Furthermore, as alluded to above, part of CSR is related to how companies contribute to socio-economic development and how they engage with their stakeholders. The following section deals with sustainable development and related concepts. It also briefly discusses how sustainable development is related to CSR. Prior to delving into sustainable development, a timeline of development discourse and practice follows.

2.3.1 The history of development

Development, defined as moving societies to better conditions than they are, has been a preoccupation of practitioners and scholars for well over 150 years (Coetzee, 2001:119). Additionally, what constitutes 'better' has been a point of debate for as long. Previously, dominant development theories saw development as a linear process of moving societies from underdevelopment, a state synonymous with poverty, backwardness and ruralness to a situation of economic prosperity, sophisticated economic systems and more complex social structures. Prevailing development discourses which advocate this interpretation of development are modernisation theory, dependency theory and the world systems theory (Coetzee, 2001:119). These theories are discussed below.

Modernisation theory developed in the 1950s as an attempt to explain the seemingly unequal development statuses of the developed Western Europe and North American states and the 'underdeveloped' global South. It also served as a mechanism to 'assist' underdeveloped states in catching up to their western counterparts. In terms of the theory, modernisation is defined as a

linear movement of a society from the 'traditional' to 'modern' (Mchombu, 2004:15). The traditional society was characterised as institutionally and organisationally backward and ineffective in its use of resources. In contrast, modernity was characterised by a high performing industrialised economy, greater social complexity, control over the environment and the ability to adapt to changing conditions through efficient resource usage (Coetzee, 2001:31; Mchombu, 2004:15; Pieterse, 2010:16). In modernisation theory, developed countries' growth paths were seen as blue prints for development and underdeveloped nations were encouraged to follow their development paths, in particular their economic, political and social structures (Graaff & Venter, 2001:83).

Modernisation theory emphasised economic prosperity as a determinant of development, so much so that economic prosperity was considered a prerequisite for other aspects of development, including political, social and technological progress. A country's level of development was gauged according to economic factors, including GDP and the ratio of the labour force working in 'traditional' sectors to those working in modern industries (Coetzee, 2001:37). Modernisation theory also posited that economic and other benefits would 'trickle down' from higher echelons of society to ordinary people without the involvement of ordinary citizens (Mchombu, 2004:16). It was thus a top-down, excluding approach towards development.

In the late 1960s, in reaction to the failure of the modernisation theory to bring about development, the dependency theory was developed (Graaff & Venter, 2001; Mchombu, 2004:17). In contrast to modernisation theory which, viewed countries as entities in different development levels but largely on the same trajectory, proponents of the dependency theory saw the world as divided into two interdependent segments, namely the core which consisted of developed countries whose economies are capital-intensive, and periphery which were resource intensive. The core countries were considered to have political, economic, and military power which they utilised to enforce inequality between themselves and the periphery. The periphery consisted of underdeveloped poor countries which were exploited by the core for their cheap labour, raw materials, and agricultural production. At the crux of the dependency theory was that the core is dependent on the raw resources of the periphery for their maintained development and thus actively exploited the resources of the periphery and systematically keep the periphery underdeveloped to maintain unrestricted exploitation and dependence of the periphery on the core (Graaff & Venter, 2001:77; Pieterse, 2010:6, 16; Wood, 2001:69). Additionally, the periphery also acted as a high return investment hub and a market for the core's manufactured goods (Graaff & Venter, 2001:83).

Several studies conducted during the 1960s showed that instead of getting richer under modernisation theory practice, underdeveloped countries got poorer. Proponents of dependency theory argue that the reason for this was that cheap raw materials were exported from periphery countries to core countries for beneficiation only to be sold back at much higher prices to underdeveloped countries, thus creating economic imbalances (Graaff & Venter, 2001:83).

An example of this is the relationship between Latin America and North America in which natural resources were used to support the economies of North America, to the detriment of Latin America. Another example of this system is the South African mining industry, in which raw minerals were and still are mined in the country, exported to Western and Eastern countries for beneficiation, and then sold back at much higher prices.

Another development theory that sought to explain the differences between the 'developed' and 'underdeveloped' world is the world systems theory. Foundationally, the world systems theory is similar to dependency theory in that it uses the world as a basic unit of analysis and separates countries into the exploited and exploiters (Graaff & Venter, 2001:83). Moreover, the core countries are the wealthiest countries with large and diverse economies and political might while the peripheral countries are the poorest and are heavily reliant on core countries for their economic survival. What the two theories differ over is the fact that world systems theory posits that there are three layers within the system and not just two. The third layer is a middle layer known as the semi-periphery (Graaff & Venter, 2001:87). The semi periphery is made up of countries in intermediate stages of development that act as regional powers which exploit or enable the exploitation of peripheral countries, and in turn due to their relative underdevelopment are exploited by the cores (Graaff & Venter, 2001:83; 88).

According to Graaff and Venter (2001:90) South Africa is seen by some theorists as a semi-peripheral country in relation to core countries such as Great Britain because it has a well-established and relatively diversified economy and is a dominant economic power among Southern African Development Community countries but is yet still exploited by Great Britain and other core countries. The country exports manufactured goods to, and imports primary goods from less developed African countries. The world systems theory is considered an advancement on dependency theory as it offers a way of thinking about how countries can move between the levels and how poor countries can develop significantly (Graaff & Venter, 2001:89).

A common thread amongst the above theories is that they posit that development is a function of economic prosperity and encourage underdeveloped countries to become more complex and economically strong. This has been one of the major criticisms of these theories. Critics point out

that narrowly defining development as economic growth leaves no room for other possible aspects of development other than meeting material needs. Moreover, by seeing it as a linear process of westernisation, the theories fail to take cognisance of the fact that different societies may define development differently (Coetzee, 2001:29, 40, 91; Mchombu, 2004:18, 19).

Another criticism is that the theories emphasise macro institutional and organisational issues as causes of underdevelopment and sought to resolve these as a mechanism for reaching development status. They did this through the adoption of macro strategies and action plans. In doing so, they failed to integrate differences which affect development at a micro level (Coetzee, 2001:119).

The above is an indication of how the development discourse changed between the 1950s and 1970s. As alluded to above, the theories discussed above focused on economic prosperity and encouraged top-down approaches to development. The weaknesses discussed above ultimately necessitated a new way of looking at development. The next section discusses the currently dominant development discourse of sustainable development.

2.3.2   The history of sustainable development

The concept of sustainable development was first introduced in the 1970s as an alternative to prior conceptualisations of development which equated it to economic growth (Cronjé & Chenga, 2009:415; Kates *et al.*, 2005:10). It became prominent after the publishing of 'Our Common Future', a report published by the World Commission on Environment and Development (also known as the Brundtland Commission) in 1987. Although initially concerned with economic development, the concept was later broadened to include the biophysical environment; more specifically, environmental management and protection. A social component was added as a third pillar when the interrelation and interdependence of the biophysical and social environment became obvious (Cronjé & Chenga, 2009:415). Together the biophysical, social and economic aspects are known as the triple bottom line of sustainable development.

A key point for sustainable development was the work of the above mentioned Brundtland Commission. The commission was convened in response to the inordinate environmental impacts of accelerated industrialisation and economic development, as well as rising income inequality between the 'developing and 'developed world'. The commission attempted to establish a relationship between development and the environment and to propose ways in which development could take place in a way that preserved environmental integrity. Sustainable development was the term used to denote this relationship (Blowfield & Murray, 2008:230-234;

31

Cronjé & Chenga, 2009:415; Drexhage & Murphy, 2010:7). The commission's final report defined sustainable development as "development which meets the needs of the present without compromising the ability of future generations to meet their own needs" (Drexhage & Murphy, 2010:8).

A result of the Brundtland Commission's work was the assembling of governments, NPOs and other institutions at the first Earth Summit. The Conference was the United Nations' attempt to assist governments in rethinking their development paths and to find ways of quelling environmental degradation and pollution. It was during this summit that the concept of sustainable development was institutionalised. It was also at this time that Agenda 21, the blueprint for a sustainable development was adopted. Agenda 21 not only called on governments to play a key role in sustainable development but also the business world (Drexhage & Murphy, 2010:8; Hamann, 2008:5-2; Kates *et al.*, 2005:10).

Although novel at the time, the concept now enjoys extensive acceptance by global institutions, states, the private sector as well as civil society (Drexhage & Murphy, 2010:8-9). It has also undergone some change and has been redefined and adapted by different organisations and scholars (Kates *et al.*, 2005:11; Viñuales, 2013:3).

2.3.3   Defining sustainable development

As already stated, the concept of sustainable development has been redefined and adapted by different stakeholders. However, at the crux of it, sustainable development is considered a convergence of three interlinked dimensions namely; biophysical integrity, economic development and social equity. Cronjé and Chenga, (2009:416), Drexhage and Murphy (2010:2) and Holden *et al.* (2014:131–132) note that each aspect forms a key element of attaining sustainable development and assert that they link as follows:

- The biophysical environment is the basis for sustainable development and therefore development should take place in a way that it protects ecological integrity.
- The economy is an instrument for the attainment of development but it should be accompanied by equity of resource sharing among the people of the world, particularly the poor.
- Development should be about fulfilling basic human needs and working towards a good life for all, in the present and future, in which people are able to satisfy their aspirations for a better life as the aim of sustainable development.

Sustainable development is defined in terms of what should be sustained and what should be developed. Kates *et al.* (2005:11, 14) note that most definitions state that nature (the earth, biodiversity and ecosystems) as well as life support (ecosystem services, resources and environment) and community seen as groups, cultures and places should be sustained. What ought to be developed are people, specifically focusing on key factors such as equity, equal opportunity, education, and social justice. For these to be attained, the four capitals (natural, human, social and economic) need to be developed and society must be productive and work together.

Some authors view the sustainable development concept as a grand yet workable compromise in which different and often competing interests (environmental, economic and human development) can be met. In this sense, it is a process that entails the participation of diverse stakeholders and perspectives. The aim of integrating varying ideals and objectives into a cohesive concept is to make it possible to achieve the goals of maintaining environmental integrity, while ensuring development for the world's poor by using economic growth as the engine (Kates *et al.*, 2005:19-20; Viñuales, 2013:4).

According to Drexhage and Murphy (2010:6), although multiple definitions and ways of interpreting the sustainable development concept exist, they each have commonalities, including:

- The ideals of equity and fairness which focus on improving the conditions of the world's poorest.
- The belief that decisions should take into consideration the rights of future generations.
- The assertion that there exists an interdependent triple bottom line, that is, the biophysical environment, economy and the social.

Thus, sustainable development still centres on the three pillars. As already noted in the discussion about CSR, sustainable development and CSR are interrelated and are for the private sector two sides of the same coin. The next section describes how the private sector is a stakeholder in sustainable development and what role it plays.

2.3.4 Sustainable development and the private sector

When sustainable development was formalised at the Earth Summit, a key point of discussion during the Summit was the private sector's role in sustainable development. It was agreed that the combination of the private sector's growth, its resource intensive nature, as well as reduced business regulation meant that the sector had a vital role to play in moving towards development

that is sustainable (Blowfield & Murray, 2008:230-239). Agenda 21 recognised the significant role of business decisions and activities on sustainable development goals and challenged business to play an active role in reducing resource usage, environmental damage and increasing livelihood opportunities for people. Since then, sustainable development has become prominent in the private sector in the form of CSR (Drexhage & Murphy, 2010:10; Kates *et al.*, 2005:18).

Business plays an active role through various collective CSR actions such as the World Business Council for sustainable development, which has sought to encourage business to operate in sustainable and responsible ways. They are also able to sign up to CSR codes such as those of the World Business Council for sustainable development (Drexhage & Murphy, 2010:12). Individual businesses also play a role by signing up to bodies such as the UN Global compact, which seeks to encourage businesses to subscribe to ten principles of sustainability and responsible business behaviour. On an individual level, as discussed in *Section 2.2*, corporates are expected to meet their responsibilities to the environment and to society.

2.3.5   Critiques of sustainable development

Although sustainable development enjoys widespread acceptance as a guide to implementation of development, it does face criticism. Some academics and practitioners have criticised it for being too vague, fluid and open to interpretation, adaptation and redefinition by different stakeholders (Drexhage & Murphy, 2010:3; Kates *et al.*, 2005:13, 20). For instance, governments and the private sector see sustainable development as meaning continued economic growth in an environmentally viable manner. In this view, environmental degradation is a direct result of poverty, and thus, raising the material standard of living (economic growth) is a key way of creating ecological sustainability. Different communities and their members also have different opinions regarding what sustainable development is and what its goals should be. In many instances, interpretations do not meet the definition of sustainable development as they fail to acknowledge that the three pillars should be integrated. The issue with this, it is argued, is that the ability to interpret sustainable development in different ways has caused confusion, negated a united movement and practice towards sustainable development and has delayed and compromised implementation. Moreover, it means that there is no universally accepted way of measuring sustainable development progress (Drexhage & Murphy, 2010:3; 10; Kates *et al.*, 2005:16-20).

Conversely, the vagueness of the term is considered an advantage in some quarters. Kates *et al.* (2005:20) argue that the malleability of the term allows it to be open, dynamic and ever evolving.

It can be adapted to fit different circumstances and contexts by different stakeholders. In this way, it can be used to address different sustainability challenges at different scales.

Another critique is that like preceding development theories, its implementation has been overly focused on economic prosperity and the biophysical environment at the expense of the social component. Scholars note that despite higher policy level changes which have sought to put people at the centre of development, in practice little has changed (Drexhage & Murphy, 2010:4, 10; Kates *et al.*, 2005:16-20).

Drexhage and Murphy (2010:2-7, 12) also argue that, over time, the concept has become illusive, unworkable and difficult to implement. They note that, despite general acceptance of the need to move towards sustainable development, little action has been taken and where action has been taken, it has not been successful; the world's poor remain poor and integration of the three pillars is still a significant challenge. In the 'developed' world, the lack of will on the part of governments and the private sector has led to the prevalence of policies and behaviour that are not in keeping with the principles of sustainable development. In much of the developing world, economic development is still considered a proxy for development and in attempting to attain economic growth, developing countries still follow the resource intensive model set by the developed world (Drexhage & Murphy, 2010:3, 12).

The sustainable development concept has also been found wanting as its key focus is the macro level development, thus looking at whole countries or large regions, for instance. As such, the approach has been top-down, with development imperatives being dictated and directed by outside parties. Because it is top-down, it has ignored the recipients of development. (Cronjé & Chenga, 2007:4; Pieterse, 2010:13, 18). In this view, in terms of defining and implementing development, sustainable development resembles modernisation and dependency theories which focused on economic growth as a determinant of development (Coetzee, 2001:119; Mchombu, 2004:15). The development debate has a rich history; from its early beginnings when it meant material prosperity to the current conceptualisation which focuses on the three pillars that encapsulate sustainable development. The concept has a clear link to CSR and they are indeed for the private sector different sides of the same coin.

As noted above, sustainable development was meant to be the cure for the limitations of modernisation and dependency theories, particularly in terms of addressing top-down approaches and focusing on material wealth as a measure of development. However, historically like the preceding development theories it has been implemented in a top-down, material-centric manner. As a way of addressing these critiques, the human development approach was introduced

(Chandler, 2013:4). The human development paradigm specifically focuses on the development of people and emphasises a holistic view of development. The following section explores the concept of human development.

2.4   HUMAN DEVELOPMENT

The above section dealt with sustainable development as a general development paradigm. Focus now turns to human development which specifically addresses the human element of sustainable development. Human development posits that the development of people should be viewed holistically as opposed to just the economic dimension (Coetzee, 2001:119; Kates *et al.*, 2005:20). The premise of human development is that development should be people centred and should focus on people's overall well-being. The theory emphasises human agency and that people should actively participate in shaping their own destinies through the ability to influence processes and policies which affect their lives (Sen, 1999:46). In human development and community development person/s that derive advantage from development endeavours are known as beneficiaries. In the following sections, the terms people and beneficiaries are used interchangeably.

It is argued that development should be seen as broader than the satisfaction of basic needs to encompass all aspects of life including, issues of holistic human well-being, social justice, equity, self-esteem, the right to a long and healthy life, as well as the right to an education (Coetzee, 2001:119, 121). In this view, development is about two factors, firstly empowerment and secondly the right to a meaningful life. Empowerment is defined as the transfer of control over decisions and resources to beneficiaries (people and/or communities), which ultimately leads to the independence of beneficiaries in determining their aspirations and finding ways of achieving them. Such a process is facilitated through the acquisition of skills and knowledge as well as the building of human and social capital (World Bank cited in Lyons *et al.*, 2001:1234-1235). Further, development is also about people's right to lead a meaningful life. Economic advancement is seen as just one enabler of the aspects of development, for instance, it plays a role in poverty eradication, increasing life expectancy, enabling access to basic services and education, as well as gender equality and the ability to participate in government structures (Bolis *et al.*, 2014:13; Mchombu, 2004:19). Development initiatives should focus on supporting all aspects of development.

It is argued that development should be defined by the beneficiaries and not external parties, that is, not by interventionists who enter communities and actively seek to affect people's development. Interventionists take different forms, such as, NPOs, donor agencies, individuals

as well as businesses. When businesses engage in development activities, it is often under the banner of the community development component of CSR. The development process is not one of dictation but rather of participation and consultation. It is a process of empowering individuals and assisting people to become more capable so they can take charge of their own development (Chandler, 2013:16; Coetzee, 2001:119, 123). Unlike previous development theories, human development theory focuses on the micro scale as opposed to the macro scale. It thus recognises that development is situational and personal, therefore the unit of this development is the individual person or small units such as families and communities (Chandler, 2013:5; Coetzee, 2001:119, 123).

The most well-known advocate of human development thinking is Amartya Sen. Sen (1999) suggests that development in its true form should be about improving the lives of people. It is about expanding the freedoms that people have reason to value, those that enhance people's lives and allow them to become social beings who are able to meaningfully interact with and influence their worlds. These are collectively known as 'substantive freedoms' (Clark, 2006:3; Sen, 1999:14). Among others, substantive freedoms include the ability to avoid deprivations such as starvation, the ability to live a long life, to live well, to be educated and to be able to participate in politics (Chandler, 2013:16; Sen, 1999:18, 36). Substantive freedoms are not only a prerequisite for human development, but are development in itself. In this view, substantive freedoms foster human development by allowing individuals to meaningfully engage with, and influence their worlds. The freedoms are also important for improving well-being and thus, are the most accurate way of measuring human development (Clark, 2006:3-5; O'Hearn, 2009:7; Sen, 1999: 14-18, 37).

Sen (1999:46-49) advocates a support-led process of development which puts at the forefront the creation of substantive freedoms, through policies and practices which encourage access to social goods, regardless of economic standing. In sum, Sen (1999) proposes that development should be centred on people, around improving their quality of life and enhancing their capabilities to enhance their own lives. All this centres around what people, as heterogeneous beings, societies and cultures value and aspire to be.

Coetzee (2001:122-126) argues that there are five key aspects of human development, namely:

• The challenge of development is to provide a better life with the understanding that people can be more than they are. Development is a mechanism for people to reach their full potential and involves providing opportunities for people to lead long and healthy lives,

acquire knowledge and to have access to resources that allow them to have a good living standard. Development is thus about improving overall well-being.

- Development can only take place when there is an acknowledgement of people's personal interpretation of their circumstances and when there is a desire to create a meaningful life. In this way, there is individual and collective willingness to utilise resources for development purposes.

- Development endeavours should take into cognisance people's social circumstances and the meaning they place on them. This allows people to readily incorporate such development endeavours into their everyday lives and make conscious efforts towards ideal outcomes.

- Desirable outcomes of endeavours should ideally be determined by those who benefit. A bottom-up approach to decision making should be taken with the understanding that people do not see development and human well-being in the same light.

- Conscious participation and self-reliance should be the backbone upon which development endeavours are implemented. Participation can be different for different communities and individuals; thus, it is important to understand the level of participation and decision making power that is desired by beneficiaries. In order to encourage participation, participants need to be armed with knowledge. Endeavours should also seek the most effective ways of encouraging participation.

The implication for development interventions is that there should be an emphasis on meaningful participation and knowledge sharing, this in turn contributes to beneficiary buy-in and also ensures the appropriateness of interventions. There should also be stronger emphasis on issues of well-being rather than material wealth. Development endeavours are a process of participation and an opportunity for beneficiaries to make key decisions with the understanding that they must have the opportunity to shape their own lives. Ultimately, the aim of development activities should be to assist communities in being independent and able to one day carry out their development sustainably with little help from the outside (Coetzee, 2001:122–126).

Human development has changed the way in which socio-economic development is seen and practiced. Development is no longer only about material prosperity but rather about holistic well-being of people. As opposed to top-down approaches used previously, human development emphasises inclusive development which seeks to empower beneficiaries to take charge of their own development and to be part of the decisions that affect them. This means that external parties (including corporates) who are involved in development must actively include beneficiaries, and must focus on developing their capabilities and on promoting self-reliance.

The purpose of this research is to investigate development projects in a specific community. To do so effectively it is important to first explore community development. Community development is discussed below.

2.5   COMMUNITY DEVELOPMENT

The following section seeks to provide a brief discussion on community development. The first part focuses on the history and definition of community development, while the second part explores the community development process. The final part of this section explores community development within the confines of community development projects and establishes the factors that influence community development project sustainability and those that can lead to project failure. As noted in Chapter 1, for the purposes of this study, community development is covered as a whole. However, it is the beneficiaries of community development projects that are the focus of the study.

2.5.1   History and definition of community development

Community development has been a part of the development discourse and practice since the 1950s. It became particularly prominent in the 1960s as a part of modernisation theory practice. It featured greatly as a government and United Nations strategy for poverty alleviation in underdeveloped countries in the times of decolonisation and independence of several global South states (Bhattacharyya, 1995:60).

The practice of community development has since its inception mimicked the prominent grand development theories of the time. It was thus implemented in a top-down manner, where already modernised countries implemented large scale programmes in developing countries. Decision making was centralised and often left to donor countries and their appointed interventionists (Bhattacharyya, 1995:60-61).

In the past 30 years, with the dominance of human development, the conception of community development has aligned to the principles of human development as discussed above. It does however have its own theoretical basis and discourse. The International Council of Mining and Metals (2011:7) defines community development as the process of increasing the strength and effectiveness of communities, improving people's quality of life, and enabling people to participate in decision making to achieve greater long-term control over their lives. The UN, as far back as 1963, defined community development as a process where the efforts of people are united with those of governmental authorities to improve the economic, social and cultural conditions of

communities. Thus, communities are integrated into the life of the nation enabling them to contribute fully to national progress. This complex process is therefore made up of two essential elements: the participation of the people themselves in efforts to improve their level of living, with as much reliance as possible on their own initiative, and the provision of technical and other services in ways which encourage initiative, self-help and mutual help (United Nations Department of Economic and Social Affairs, 1963:4).

The above conceptualisation is close to that of other authors, practitioners and institutions. For instance, Bhattacharyya (1995:61) and Bhattacharyya (2004:12) see current community development as the interaction of two equally important aspects; solidarity and agency. Solidarity is a shared identify and code of conduct that is meaningful to, and binds all members. Any grouping that has these factors in common is considered a community. Agency is people's "capacity to intervene in the world, or to refrain from intervention with the effect of influencing a process or state of affairs" Hustadde & Ganowicz (2002:3). Agency is the ability of people to lead their lives in the way that they wish. It is also the capability of people to be the main players in the story of their lives stemming from freedom from unnecessary restraints and access to resources that enable this level of freedom. Agency emphasises holistic human development and more precisely, is about increasing, in Sen's words, choices and capabilities (Bhattacharyya, 2004:13-14; Chandler, 2013:5, 15; Sen, 1999:14-19). Community development is therefore a process of safeguarding, pursuing or restoring solidarity and agency. These factors are viewed as vital ingredients to living a satisfying life. Community development is also a process of changing people's attitudes, mobilising existing resources and finding new ways of thinking of and resolving problems, to build a strong vital entity (Cavaye, 2011:1).

There are numerous factors which can negate and counter the pursuit of community development, these can be countered by fostering local responsibility and ownership through building capacity and empowerment. This can be achieved by encouraging or teaching others to create their own dreams or helping them to develop new skills and new ways of knowing (Bhattacharyya, 1995:61-62; Chandler, 2013:15-16, 19; Gray & Mubangizi, 2010:187). The role of interventionists is to work with communities and to give them a voice (Gray & Mubangizi, 2010:187). This is only possible through a process in which community members work together to address shared needs (Cavaye, 2011:2).

It is clear that the focal point of community development is the people and that communities are the means to successful development. Furthermore, the input of beneficiaries and collective action in all phases of community development endeavours, including identification of developmental needs, as well as the planning and implementation of the solutions are key to

successful development. Community development projects are not just solutions unto themselves but are a part of overall development (Bhattacharyya, 1995:62; Checkoway, 2013:472-473).

2.5.2   Community development process

There is no set community development process, as each community grouping and community member within a community is different. Moreover, the socio-economic climates in which community development takes place vary depending on a variety of factors. However, a set of principles for community development and guidelines which direct community development exist. On a practical level, there is also a process that can be followed in the implementation of projects. The principles, guidelines and community development process are discussed below.

There are three key principles of community development. Firstly, self-help, which relates to the assumption that when people are able, they are autonomous, self-reliant and not overly dependent on others. In cases where they are not able to be self-reliant, there should be an effort to build capacity for self-help (Bhattacharyya, 1995:63). Through this process community members make decisions and exploit their resources (including human, natural and monetary) effectively while also increasing competence and confidence within the community (Fonchingong & Fonjong, 2003:199). Secondly, felt needs, which speaks to the acceptance that people should be able and encouraged to identify, define and prioritise and own their problems so that they can begin to resolve them. Thirdly, development means taking part and not being excluded from activities (Oakley, 1995:2).

There are several principles for community development (Cavaye, 2011:7):

- Acknowledging and knowing community members' concerns and seeing community development as a vehicle for people to act on these concerns.
- Building community ownership in decision making and implementation by being inclusive and providing equal opportunity for community members to engage.
- Building independence and emphasising a holistic approach towards development.
- The key to community development endeavours' success is facilitating a community's application of the principles to direct a series of actions which are best suited to the community situation.

As is evident, the principles of community development are similar to those of human development, strongly emphasise putting people at the centre of development, and are based on the belief that the beneficiaries of development endeavours can lead their own development.

41

Development endeavours are thus not about doing things for beneficiaries but rather about building capacity so beneficiaries can take decisions that affect their lives and use the resources available to them to improve their lives. It can be deduced that ownership, empowerment and capacity building are the foundation of community development.

It is also clear that practitioners and interventionists should come into projects with an open mind and without preconceived ideas of what the problems are or what the best ways to resolve them are. Instead, they should engage with people to define and find ways of resolving problems. They do not do, but rather facilitate the ownership of a problem and assist in its resolution, all the while keeping in mind the principles and objectives of community development (Bhattacharyya, 1995:64; Fonchingong & Fonjong, 2003:200).

Taking the principles and guidelines into consideration, Checkoway (2013:476–479) proposes that the following steps be taken when embarking on a community development project:

- Entering the community, which involves identifying the community and the structures that can be leveraged on, and liaising with formal or informal gatekeepers.
- Assessing community conditions by gathering knowledge from and among community members. This is an important process in determining where there are differences in how people see problems, the existing power dynamics and identifying gaps in knowledge and root causes of identified problems.
- Deciding on tangible goals and action plans to support the achievement of goals.
- Building capacity of the structures and systems already existing as well as building capacity within the community.
- Community participation where people engage in dialogue, decision making as well as development activities.

Throughout this process, it is important for interventionists to be aware of the influence of structure and power dynamics (Husteddee & Ganowics, 2002:3-4). Structure is made up of social norms and practices, as well as groupings that play a role in both solidarity and agency. These can hinder or foster community development (Husteddee & Ganowics, 2002:5-6). Power dynamics between those who control or have access to resources and those who do not is an important factor. Unbalanced power dynamics hinder community development as they determine who makes decisions, how resources are used and who within the community is empowered. It therefore becomes important to ensure that these power relationships are acknowledged and addressed early on in a community development project (Husteddee & Ganowics, 2002:7-8).

Although there are general principles, guidelines and processes for community development, it is accepted that each community is different and will thus take on the above steps in different quantities depending on several factors including, their existing capabilities, situation and the amount of available resources that can be utilised (Cavaye, 2011:7; Checkoway, 2013:475). However, it has been found that many development endeavours, even those under the banner of community development are counter to the concept as they tend to negate agency and replace it with dependency by among others actions, taking away decision making power or defining what development problems in a specific community are (Bhattacharyya, 1995:62; Bhattacharyya, 2004:14; Hustedde & Ganowicz, 2002:3).

The above section has explored community development as a concept. In the next section the practice of community development is discussed. In line with the research topic, the section discusses community development projects as a way of implementing community development.

2.5.3   Community development projects

Community development endeavours are largely undertaken in a project or programme format in which interventionists may attempt to resolve a specific issue that the community or specific members of the community experience. Some authors propose several good practice principles that should be part of the community development process. Chenga *et al.* (2006:57-61) propose that there are eight critical factors that determine the sustainability of social projects. They propose that instead of spreading energies in different projects, interventionists should focus on alleviating specific challenges, or focus on fewer projects. The authors also propose that there should be open and transparent communication between interventionists and the community. Communication should start as early as possible and be as inclusive as possible. Communication should also be appropriate for the setting including regular forums, radio, posters, community meetings etc. Communication not only keeps project beneficiaries knowledgeable but also enhances buy-in and ownership of the project which in turn raises the long-term sustainability of projects (Chenga, *et al.*, 2006:58-59).

Chenga *et al.* (2006:59) also state that partnerships between interventionists and the community are of critical importance, however, partnerships can be complicated and undermined by power dynamics. In many instances, communities often hold less power because of their lower capacity and confidence. The unequal power distribution puts communities at a disadvantage when setting agendas, communicating and negotiating.

In addition to addressing the human component, projects should be implemented with the use of a well thought through project plan that guides project execution. The plan should capture the purpose and goals of the project. It should also state the roles and responsibilities of those involved, and the resources that will be required for the project to be successful. The project plan should be followed during implementation and any changes should be discussed, agreed upon and effectively communicated to all participants. This is important for maintaining trust, commitment and overall positivity about the project (Chenga, *et al.*, 2006:60).

Furthermore, projects must be monitored to determine whether the goals and purpose of the project are being met and if the strategy being followed to implement the project is the best one. Monitoring also provides the opportunity for participants to suggest improvements or a change in direction. It is important that ongoing support and training after project implementation or completion be provided by interventionists even after their involvement in the project is reduced or stopped altogether. This helps to ensure that the project is successful and sustainable in the long-term (Chenga, *et al.*, 2006:61).

The above is corroborated by other researchers. Research shows that the following are the key reasons for community development project failure:

• Projects are not chosen and implemented to meet the needs of communities largely because people are not allowed to participate in decision making, they are not given the opportunity to share indigenous knowledge which could inform suitable project selection, design and implementation (Chenga *et al.*, 2006:58; Kakaza, 2009:106; Khwaja, 2004:428; Maharjan *et al.*, 2003:3-8; Ndou, 2012:95).

• Poor or inadequate project planning and management can affect project success. For projects to be successful, basic project management principles must be followed, this includes issues such as budgeting and cost management, human resource management, stakeholder management task allocation and timelines for execution and risk management. The failure to plan well ahead of time can lead to inefficient use of resources and cause confusion and frustration among project members (Barnes *et al.*, 2014:81, 83; Chenga *et al.*, 2006:60; Cummings, 1997:28; Kealey *et al.,* 2006:40-42).

• Insufficient funding and support for projects have been found to be a contributing factor to the failure of projects. Projects simply run out of money before completion, or in other cases poor cash flow management means that participants are no longer able to continue with the projects in the longer term. Furthermore, some interventionists withdraw their support prematurely, before participants have gained the requisite skills to continue with the project

on their own. This often leads to projects failing after a few months of implementation (Barnes *et al.*, 2014:83; Ndou, 2012:97).

- Insufficient post implementation monitoring, evaluation and support can cause project failure. Where interventionists remove themselves from the project without monitoring and ongoing contact, the sustainability of projects is compromised, as when community members have problems they have no avenues for assistance (Barnes *et al.*, 2014:76, 84; Chenga *et al.*, 2006:61; Kealey *et al.,* 2006:42; Ndou, 2012:98).

- Lack of consultation with key stakeholders including participants makes the project vulnerable as it means local knowledge is excluded from decisions and planning (Barnes *et al.,* 2014:76, 81; Chenga *et al.*, 2006:58; Kakaza, 2009:106; Maharjan *et al.*, 2003:3-8).

- Lack of participation by beneficiaries which leads to inappropriate projects being implemented, poor project management, a lack of buy in and ownership of projects and other key factors (Barnes *et al.,* 2014:78, 83-84; Kealey *et al.,* 2006:42; Ndou, 2012:95).

- Lost opportunity for community buy-in, commitment and ownership of projects (Chenga *et al.*, 2006:58-59; Kakaza, 2009:106).

From the above, it is evident that there are different variables which can influence the sustainability of projects. Following the correct project management principles is strongly associated with greater sustainability. Moreover, the lack of participation leads to situations which negatively impact on sustainability.

The above has sought to provide a brief history of community development and the thinking that has been dominant in community development. It has also brought to the fore what is considered the ingredients that play a role in ensuring that community development projects are successful. In the above, a brief outline of the factors which can affect the sustainability of community development projects was also provided. Community development is seen by authors as an endeavour taken by individuals with a shared identity to collectively and in a democratic and inclusive manner, improve their social, economic and environmental situation. Community development is implemented through collective action and participation with the aim of achieving sustainable community well-being and empowerment and strengthening the community (Cavaye, 2011:1; Checkoway, 2013:472-473; Hart, 2012:55-56; Hustedde & Ganowicz, 2002:3).

As stated in *Section 1.2* of this study, the mining sector is legislatively obligated to contribute to the development of their host communities. This research examined community development projects implemented by a mining company to satisfy its legal obligations, it is therefore important to discuss the legislation under which these obligations rest. The following section discusses the legislative framework for community development in the mining industry.

2.5.4 Legislative framework for community development in the mining industry

As noted in *Section 1.2* of this study there is a strong expectation that the private sector should play an active role in community development and the redress of the ills of the *apartheid* system. For the mining industry, this expectation is legislated in the MPRDA of 2002 and the Mining Charter. According to the MPRDA of 2008, the aim of the Act and related legislations is to ensure that mining companies facilitate meaningful participation of HDSAs in the mining industry and to ensure that that mining takes place in a sustainable manner. Regarding community development, the objectives are to ensure that mining right holders contribute towards socio-economic development of areas in which they operate, to increase the opportunities for HDSAs to benefit from the exploitation of the country's mineral and petroleum resources, to promote economic growth and improve the social and economic welfare of all citizens (April, 2012:115; Cronjé & Chenga, 2007:6; Kloppers & Du Plessis, 2008:93).

To meet these objectives, Chapter 6, Section 25 of the MPRDA of 2002 states that as a prerequisite for the granting of mining right, the applicants are required to submit an SLP, a plan which details how the mine will affect development in different areas, including mine community development (Cronjé & Chenga, 2009:417; Hamann, 2008:10, 26; Kloppers & Du Plessis, 2008:104).

The MPRDA of 2002 therefore speaks directly to CSR and particularly to community development. The law puts some onus on mining companies to actively engage in community development. To give effect to the requirement, Section 100 of the Act refers to the Mining Charter which sets the framework, targets and time-table for effecting the participation of HDSAs in the mining industry and states how mining companies should go about effecting community development. The Charter's addresses seven key elements of transformation, namely; ownership, procurement, employment equity, beneficiation, human resource development, mine community development and housing and living conditions. These elements must all be addressed in the SLP.

According to Regulation 41 of the MPRDA the aims of a SLP is to:

• Support employment and advance the social and economic welfare of all South Africans.
• Contribute to the transformation of the mining industry.
• Ensure mining rights holders contribute to the socio-economic development of the areas in which they are operating and labour sending areas.

The above section explored how community development is defined, and discussed the community development process. In addition, it provided an overview of how community development projects are undertaken. Throughout the discussion, community participation was emphasised as a critical aspect of community development. It is generally accepted that the participation of communities is a key ingredient to this process (Cummings, 1997:24; Khwaja, 2004:429; Lyons *et al.*, 2001:1233; Oakley, 1995:1). The final part of the section provided the legal framework in which community development in the South African mining industry takes place.

This research aimed to determine the relationship between the participation of communities and the sustainability of community development projects, specifically to determine if and how beneficiary participation influences sustainability of community development projects. To do so effectively, participation within the context of community development needs to be examined. The next section discusses the participation of beneficiaries in community development projects.

2.6   COMMUNITY PARTICIPATION IN COMMUNITY DEVELOPMENT

The following section seeks to conceptualise the participation of beneficiaries as an approach to community development. The discussion, in line with the research topic, focuses on participation within the confines of specific projects which involve interventionists such as the state, the NPO sector, business or other actors.

2.6.1   Defining community participation

Community participation is considered a political process that seeks to include communities and individuals (beneficiaries of development) previously excluded from the development process. During the process, the members of the communities can express their views and actively participate in decisions that affect their lives. Participants can also gain access to and share in the benefits of economic and social development (Khwaja, 2004:429; Mansuri & Rao, 2004:2; Oakley, 1995:2; United Nations, 1981:5). Community members are considered key stakeholders in community development and thus need to participate in community development project selection and implementation (Nzau-Muteta *et al.,* 2005:8). It is thus a way of redressing inequalities and balancing the power dynamics of the development process and getting communities to play an active role in development (Oakley, 1995:3).

Participation should not be seen as synonymous with involvement in which interventionists decide how community members should be involved; rather, it is a process in which all decisions (from needs assessment, planning, implementation and evaluation) are taken by community members together with interventionists facilitating the process (Schenck & Louw, 1995:85). The ultimate purpose of participation is to confront the structural causes of poverty and to enhance the well-being of beneficiaries. Poverty is considered the direct consequence of people's exclusion from the processes of making decisions that affect their lives and from the resources that would enable them to improve their lives.

The International Association for Participation (2009) asserts that there are core values that should guide participation, namely:

- Communities should be involved in decisions that affect their lives.
- Participation should seek out and facilitate engagement of individuals who are affected by decisions.
- Participation should ideally be communicated to, and meet the process needs of all participants.
- Beneficiaries should be able to determine how they want to participate and at what level they do so.
- The participation process must provide enough information for beneficiaries to participate fully and provide adequate information as to how their inputs affect decisions.

From the above, it can be deduced that participation is about the inclusion of excluded people in resource allocation and use, as well as decision making. It is also about ensuring that those who have been disempowered by political and socio-economic structures are not only heard but also have a direct impact on their own development. Development activities which claim to be participatory in nature should align itself to these requirements, if it is to be effective. From the definitions, it can be concluded that community participation has several factors, is measured differently by different authors, and can take different forms. The following section seeks to explore, based on the literature, the levels of participation that exist.

2.6.2   Levels of participation

There is debate amongst authors as to what level of involvement can be considered true participation. For Mansuri and Rao (2004:6) and Paul (1987:2), participation is about the active involvement of project beneficiaries in at least some aspects of project design and implementation, so that beneficiaries can influence the course and implementation of

development projects. Cummings (1997:25) argues that true participation only takes place when beneficiaries are involved in all stages of the development process including the planning, decision making, implementation, evaluation as well as the management of the project.

The level of participation can be influenced by aspects such as the purpose of participation. The two primary purposes of participation are to empower participants or rubber-stamp decisions taken by external parties. In cases where the aim is to empower participants, participation is fuller, deeper and begins before any projects decisions are taken. If the motive is to rubber-stamp a decision, participation tends to be shallow and only begins once major decisions are taken and the project is at implementation stage. The latter level of participation can have negative political and developmental consequences (Lyons *et al.*, 2001:1235; Theron, 2005:117).

In practice, participation takes place on a scale; first as a passive and consultative exercise and second, as a broad and active process in which people are involved in all aspects of development (Oakley, 1995:3). More specifically, Oakley (1995:4-6) notes that there are four distinct interpretations of participation namely:

Participation as collaboration: communities are persuaded or incentivised to work together with externally determined development projects. In these cases, they contribute their labour and other resources in exchange for a specific benefit. Participation is sponsored and takes place only at implementation stage, when decisions have already been made. By the above definition, this is not considered true participation.

Participation as specific targeting of project benefits: projects are conceptualised with specific beneficiaries in mind and these beneficiaries are considered stakeholders. Beneficiaries participate or work together with an external party (corporates, NPOs or the state) to ensure that the project is completed. In contrast to participation as collaboration, in this case, the beneficiaries are meant to be actively involved throughout the project cycle. Stakeholders participate and are committed to the success of the project, because they have a stake in the project or sense of ownership.

Participation as organisation: participation is used as a tool to organise communities around specific goals or projects, such as co-operatives in which individuals utilise their collective resources and work together to meet their needs.

Participation as empowerment: participation is seen as a way of empowering people so they can make the decisions that affect their lives and gain access to resources that are pivotal to

achieving their desired development outcomes. It also provides community members with opportunities to gain skills and abilities to manage, express themselves and negotiate (Cummings, 1997:26; Lyons *et al.*, 2001:1235; Oakley, 1995:5). This approach to participation focuses on empowerment in which instead of a top-down approach, communities are actively involved in the political structures, in the decision making processes, as well as the implementation of development projects (Lyons *et al.*, 2001:1235; Oakley, 1995:6). More specifically beneficiaries are involved in needs assessments, problem identification, project design and feasibility analysis, implementation, monitoring as well as evaluation (Cummings, 1997:26). At this level, participants become more self-aware, take ownership more readily and fully engage in the process.

Theron (2005:115) presents a similar typology. He asserts that that there are seven levels of participation, namely; passive participation (beneficiaries are involved through being told what will take place), participation by judging the finished product (participants merely rate the finished product), participation by consultation (interventionists listen to community members' views without involving them in the decision making), participation for material incentives (participants exchange a specific resource such as labour for material gains), functional participation (people participate as part of a group to achieve a pre-set goal or outcome), interaction strategies (participation involving full participation of the project from inception including analysis and capacity building, in this sense it is seen as a way of empowering people), and self-mobilisation strategies (community members take initiative and implement development initiatives independently with the resources and technical advice of external parties). The endeavour follows a bottom-up approach and requires self-reliance, mobilisation and collective action on the part of community members. The first three levels provided above are not considered real participation, as power is still centralised and beneficiaries have no control over the process of development.

De Beer (1996:69) notes that in South Africa, there are two main approaches to participation. The first is that of co-option in which interventionists identify the needs of the community and plan accordingly, while communities are only involved in the execution of projects. It follows a top-down decision making process and is by the levels presented above not true participation. A disadvantage of this approach is that communities do not have the opportunity to learn or take ownership, nor are they empowered to make decisions and take control of the development process (Lyons *et al.*, 2001:1235). A second approach to participation focuses on empowerment similar to that as identified by Oakley (1995:4-6) and Theron (2005:115). Communities are actively involved in decision making and execution. At this level, participants become more self-aware, take ownership more readily and fully engage in the process (Lyons *et al.*, 2001:1235). De Beer (1996:68) states that the second approach is a characteristic of *post-apartheid* development endeavours, especially the Reconstruction and Development Programme (RDP). Other authors

however argue that development projects are still dominated by the co-opting method of participation.

From the above it is clear that although authors represent levels of participation differently, the core differentiation is whether participation is deep, inclusive and empowering or if it is superficial and serves to rubber stamp decisions made by interventionists. For this study, the conceptualisations of participation of Oakley (1995), Theron (2005) and De Beer (1996) were utilised when discussing levels of participation.

2.6.3   Merits of community participation

Participation has a wide variety of benefits for the people involved as well as for the projects themselves. The most common are listed and discussed below.

Building capacity among beneficiaries: Community members can build soft and hard skills which enable them to further their own development on a community and individual level. This not only means that they can carry on with the project once interventionists exit, but also that they have marketable skills that they can use in other endeavours such as employment (Chenga *et al.*, 2006:59; Lyons *et al.*, 2001:1325; Oakley, 1995:9-10).

Increased project efficiency: When communities fully engage, there is less room for misunderstandings and disagreements because all matters are dealt with in an open manner. This means that the most time and energy is used for achieving project objectives, rather than in resolving conflicts (Cummings, 1997:28; Khwaja, 2004:428; Oakley, 1995:9-10; Paul, 1987:2). Furthermore, the involvement of communities also mean that they provide some of the labour, thus alleviating the need for too many external human resources (Cummings, 1997:25; Paul, 1987:2).

Incorporation of local knowledge: Participation in projects allows for indigenous knowledge, skills and practices to be incorporated into a project. Because of this input, there is a higher chance of the project being implemented, and ensuring that it satisfies the community need/s that it seeks to satisfy. It also ensures that the socio-economic and political situation is considered. These are aspects that can determine whether a project is sustainable or not (Khwaja, 2004:428; Mansuri & Rao, 2004:6). As already stated in the discussion, the direct involvement of beneficiaries assists them in building critical development skills and helps them to divorce themselves from a dependency mentality. Participants build confidence, awareness of their challenges and learn how to alleviate these with less external intervention or none at all. They

51

build a sense of control, become more willing and able to make the changes that will lead them to the standard of living that they desire. Thus, participation makes projects more effective as instruments of human development as described in the sections above (Cavaye, 2011:1; Coetzee, 2001:119, 123; Lyons *et al.*, 2001:1325).

Greater sustainability of the project: Participation also increases the likelihood of development projects sustaining themselves after external inputs and resources are reduced or altogether withdrawn. This is because as community members are involved in the project process from the beginning; they know the project and are committed and motivated because they have a direct interest in ensuring that the project is sustainable (Cummings, 1997:28; Khwaja, 2004:429). Participants readily take ownership of, and responsibility for the project because they see the benefits that flow from keeping the project going (Kakaza, 2009:8; Maharjan *et al.*, 2003:3-16). The project thus becomes self-sustaining. Further, because participants are familiar with the project, they can use the product of the project or continue the project in the long-term. In addition, broadly speaking the participation of beneficiaries not only benefits the project but ensure that the personal and overall community sustainability as described by Lyons *et al.* (2001:1233, 1241, 1245) are also reached.

Better functioning of the community: The participation process is one of social learning and mutual adjustment. Through this process, participants learn how to resolve conflict and to see others' perspectives. It therefore contributes to a better functioning community. Participation also promotes general co-operation in which members find creative solutions for their challenges. Participants are also able to mobilise more around common issues (Sibiya, 2010:35).

Participation by beneficiaries: This builds self-reliance and empowerment of beneficiaries by equipping them with the skills and the confidence to develop themselves.

It is clear from the above that community participation has a variety of benefits for communities. Participation can be a key tool of effecting community development and more broadly human development. It can be used as a vehicle for reaching the goals of development namely, putting people at the centre, empowering communities and balancing power in favour of communities. In addition, it also allows for a process of building capacity, creating a sense of ownership and ultimately building resilient and self-reliant communities. These benefits are however not easy to attain as participation can be a challenging process. The following section discusses the challenges and critiques of participation.

2.6.4 Challenges and critiques of participation

The participation of beneficiaries in community development projects takes place within a socio-economic and political context. Thus, although considered key, it has some challenges. The following are considered some of the greater challenges of participation.

Participation requires a great degree of time, flexibility and resources. By its nature, participation is fluid; there are certain aspects that can be planned ahead of time and others which cannot be. The inability to plan for all aspects stems from the fact that participation is about people and involves a variety of stakeholders (even within the same community) with different expectations, desires and visions it is not a linear process. Participation is complex and difficult because it is multi-dimensional and deals with political and economic aspects, and is linked to social processes (Khwaja, 2004:428; Mansuri & Rao, 2004:6; Oakley, 1995:22).

Aside from manpower and monetary resources, the participation process is highly politicised as community members are not homogeneous, nor do they have the same amounts of power and influence. Participants go into the project with different and conflicting motives and expectations, some of which may be unattainable. They also enter the project with different levels of sophistication which can lead to inter-community conflict, disgruntlement, lower sustainability rates, and in extreme cases sabotage. It can also lead to more sophisticated members hijacking the processes for their own agendas (Lyons *et al.*, 2001:1237; Mansuri & Rao, 2004:21). In some projects, less powerful groups such as women, less educated and wealthy community members can be excluded from decision making, thus negating the gains of empowerment (Cummings, 1997:31; Mansuri & Rao, 2004:21-23).

There is no perfect formula for promoting participation. The process differs from one community to another and is often influenced by macro conditions (such as policy) and micro conditions (such as social, political and cultural norms). When participation is directly supported and is enshrined in policy and there is political will to encourage it, it is easier to implement. Within communities, participation is easier where it is already enshrined in social and cultural values, whereas in communities where strong economic and social hierarchies exist participation is often more difficult (Oakley, 1995:23).

Participation is not a failure proof mechanism, nor does it always work as well as is anticipated. Oakley (1995:22) for instance notes that although participation is largely supported in theory, implementation has lagged behind. That is, the concept of participation as transference of power has not yet become part of the development process in many community development projects.

The above section has sought to explore the concept of participation as part of the development practice. It is evident that participation is a process that seeks to empower beneficiaries by not only considering them masters of their own development, but by providing them with the capabilities to effect this development. It can take different forms and has different levels which are largely dependent on macro conditions, the level of commitment to the process, as well as socio-political and cultural aspects. The process is not easy as each beneficiary group is different and the circumstances in which participation takes place are different. The sustainability of development endeavours is a critical aspect of development. This is not only for the projects themselves, but also for the beneficiaries as well as whole communities. If a level of sustainability is not reached one cannot say that development has taken place.

2.7 SUSTAINABILITY OF COMMUNITY DEVELOPMENT PROJECTS

There is no agreement as to how the sustainability of projects should be measured. Lyons *et al.* (2001:1233), and Schenck and Louw (1995:85-86) propose that sustainability is the measure of the long-term viability of projects and the establishment of "socially sustainable conditions". By this they mean that sustainability should be seen at three levels: project level, community level and personal level. At project level the important question is whether the project has the potential to continue in the long-term even after interventionists have withdrawn or play a smaller role than initially. At community level the intervention should create a situation within the communities where members are empowered to lead their own development, and can harness the momentum of the project to lead overall development of the community. The personal level includes whether people's well-being is enhanced and if they are more empowered to take charge of their lives (Lyons *et al.*, 2001:1241, 1245).

Lyons *et al.* (2001:1233) and Schenck and Louw (1995:85-86) argue that it is only through participation that aims to empower beneficiaries that all these levels of sustainability can be achieved. Participation is important in the following ways:

- At community level, broad based community participation leads to future development initiatives because of the empowerment process.
- At project level, projects thrive because beneficiaries, as a result of participating, have at their disposal the hard and soft skills required to operate and maintain the project in the long-term. Beneficiaries also take ownership of the project and are self-reliant because of their participation. The project can also provide benefits such as employment which further enhance incentive to carry on.

- At a personal level, people receive personal development through capacity building, skills training and other initiatives because of the project. These skills can be used for other development projects or to gain employment (Lyons *et al.*, 2001:1241, 1245).

From the above, it is apparent that the sustainability of community development projects is not one dimensional but rather includes several aspects. When measuring overall sustainability, these should be taken into consideration. In keeping with the project objectives, all levels of sustainability were assessed during research. Therefore, the projects' longer term viability, the ability of the projects to encourage future development endeavours within the communities, and whether the projects had empowered participants to lead their own development were investigated.

The previous two sections have explored two key aspects of the research questions, namely participation and sustainability. The following section seeks to establish what the literature articulates regarding the relationship between the two concepts. It also seeks to bring to the fore what other researchers have found to be the relationship between participation and sustainability; particularly if and how beneficiary participation influences project sustainability.

2.8 COMMUNITY PARTICIPATION AND THE SUSTAINABILITY OF COMMUNITY DEVELOPMENT PROJECTS

It is evident that participation is considered one of the cornerstones of sustainable community development projects. Having established what is considered as sustainability in community development projects, focus now turns to what the literature reveals about the link between participation and the sustainability of community development projects; specifically, how beneficiary participation influences the sustainability of community development projects.

To test whether participation led to the sustainability of projects, Lyons *et al.* (2001:1233-1251) investigated state sponsored community infrastructure development projects implemented as part of the RDP. The researchers determined sustainability at project, personal and community levels. At a project level, it was found that where participation took place, human capital was enhanced through training and experience. This led to the acquisition of soft and hard skills which were later used by beneficiaries to complete and maintain projects in the longer term. Moreover, beneficiaries also used these new capabilities in other projects, and to take control of their own

affairs. Conversely, less participatory projects were less likely to be completed and those that completed the projects failed to maintain the projects or use them as a springboard for furthering their gains (Lyons *et al.*, 2001:1247).

The authors concluded that there is a strong positive link between participation, empowerment and sustainability. That is, the greater the participation in the project, the greater the chances of sustainability exist. Moreover, the nature and extent of participation is also a determining factor of project sustainability. Broader and deeper participation improved the chances of project sustainability and community empowerment (Lyons *et al.*, 2001:1248). Thus, the more active beneficiaries were in the projects, the more sustainable projects seemed to be. These findings are corroborated by research conducted by Khwaja (2004:432) and Mansuri and Rao (2004:15) who found that in most instances, the participation of communities in projects led to greater overall effectiveness, and a greater chance of sustainability of projects in the longer term.

Marais (2010:102-103) found that the degree to which stakeholders, including beneficiaries, participate in the project process (design, development and execution) is one of the factors that determine the long-term development impact of a community development project. Marais (2010:92, 102) concluded that the sustainability of community development projects is positively linked to community inclusiveness and consultation.

Regarding the mining industry, the Bench Marks Foundation (2012:127) found that the lack of, or limited participation of community members in community development projects is one of the primary reasons for the failure of mines' CSR projects in the Bojanala District Municipality. The Foundation recommends that mining companies develop their CSR programmes in collaboration with communities, to ensure that these projects meet the needs of communities and gain the necessary buy-in.

In the studies conducted by Khwaja (2004:432), and Mansuri and Rao (2004:15) the results were not as clear cut as the impact of community participation in projects was dependent on the nature of the projects and the decisions which community members participated in making. In cases where decisions that needed more local and general knowledge (such as what project to undertake, how to use and manage the project) there was indeed a correlation between the sustainability of projects and community participation. However, on more technical projects, where many technical decisions needed to be made, the participation (through decision making) of community members had negative consequences for project sustainability.

The influence of beneficiary participation on the sustainability of community development projects should not be taken as a given (Khwaja, 2004:428; Mansuri & Rao, 2004:31), there are factors which should be taken into consideration. As shown above, the level of technicality within the project is an important factor. Other factors include how and whether participants are willing to work together, whether the policy and structures that support participation are present, and how participation is managed. Thus, careful consideration is required prior to embarking on a participatory community development project. Mansuri and Rao (2004:33) state that "any wholesale application of best practices in unlikely to be useful", and it can indeed lead to poor project design and results.

The evidence presented above indicates that there is a positive link between the sustainability of community development projects and beneficiary participation; that is, the presence of participation leads to more sustainable projects. The relationship is the result of the impacts that participation has on beneficiaries. Participation is a way of building capacity and skills, of empowering individuals to make key decisions and developing self-reliance. However, this relationship is not always clear-cut and can be affected by other factors including the power dynamics, the kinds of decisions that must be made during the participation process and how the process is managed. As critical as participation is, it is not a cure-all for all that can go wrong with projects; there are other factors which have a bearing on how sustainable projects can be.

2.9   CONCLUSION

This literature review sought to provide a theoretical conceptualisation of the concepts most pertinent to the research namely sustainable development, CSR, human development, community development and community participation. As a starting point, the review focused on CSR, particularly its history and how it is currently conceptualised generally, and more specifically in South Africa. CSR denotes the expectation that the private sector has a responsibility to the betterment of society and to preserving biophysical integrity. This expectation has changed over time as society has evolved. The critiques levelled against the concept were also discussed.

The second part of the chapter focused on sustainable development, its history and definition. The concept of sustainable development is the act of balancing the triple bottom line, namely economic, social and environmental concerns to ensure that the integrity of all three is maintained for future generations. The link between the private sector and CSR was also explored.

The latter part of the chapter focused on two closely linked concepts, namely human development and community development. It was important to discuss human development as it is speaks

directly to the development of people, which is the focus of this study. As the research focused on community development projects, the concept was discussed. Its history, current conceptualisation, key principles and practices were also discussed. The linkage between human development and community development was also discussed.

Participation in the context of community development was discussed, it was seen that participation is a key aspect of community development and that meaningful community development cannot take place without it. It also became clear that it is not a simple process and can be affected by different factors.

The review concluded by exploring how the sustainability of community development projects is seen. It was established that there are three levels of sustainability, namely the community, project and personal levels. Case evidence focusing on the relationship between beneficiary participation and the sustainability of community development projects was presented. The evidence shows that there is a positive relationship between the two in that beneficiary participation can lead to higher levels of sustainability however, this relationship is also dependent on other factors.

CHAPTER 3: EMPIRICAL RESEARCH FINDINGS

3.1   INTRODUCTION

The literature study in Chapter two allowed for a sound understanding of concepts which were pertinent to the research, including CSR, sustainable development, human development, community development, and beneficiary participation while also providing a view of what the literature says about the relationship between the participation of beneficiaries in community development projects and the sustainability of community development projects. This chapter seeks to determine, from the empirical findings, what the predominant relationship is between the sustainability of community development projects and the participation of beneficiaries of Grootegeluk's community development projects. It particularly examines how beneficiary participation influenced the sustainability of the community development projects under scrutiny. This is done by establishing the participation patterns that existed at different stages of the projects and by determining the sustainability of projects. Other factors which affect sustainability are also alluded to.

The first section of the chapter gives a description of Grootegeluk's community development projects selection process as detailed by the corporate citizenship officials interviewed as part of the study, as well as secondary data sources. The section also provides some background and baseline information on the projects being studied. The second part of the chapter presents the empirical findings of the research and answers the third research question as objective 3 of the study (*See Section 1.5*), that is to, from the empirical findings, determine the predominant relationship between the sustainability of community development projects implemented by Grootegeluk as part of CSR and beneficiary participation in the study area. This is done firstly by presenting the empirical evidence on whether participation took place at different project phases and at what level such participation took place and then establishing how the findings are related to the literature. Secondly, by discussing the empirical findings on the sustainability of projects using the three dimensions of community development project sustainability while also discussing how the beneficiaries' participation impacted on project sustainability. The findings are again discussed as they relate to the literature. The final part presents the empirical findings of the research regarding other factors which may affect the sustainability of projects.

3.2 GROOTEGELUK'S COMMUNITY DEVELOPMENT PROJECT SELECTION PROCESS

According to an interviewee from the mine, Exxaro uses two mechanisms for effecting community development namely donations and Local Economic Development projects (Exxaro Resources Limited, 2015:4). The company's community development currently has an emphasis on the incubation of businesses, both new and old, identifying potential beneficiaries and mentoring them in entrepreneurship and business development with the view of absorbing them as registered suppliers and contractors to Exxaro. As a part of Exxaro, Grootegeluk uses the same mechanisms for effecting community development in LLM.

The selection of community development projects is conducted as part of the preparation of SLPs. The documents are prepared on a five-yearly cycle thus projects may be selected well before their implementation. In the selection of projects, the corporate citizenship officials of Grootegeluk engage with higher level stakeholders to determine what the most pressing needs of communities are. Such stakeholders include national and provincial government departments such as the Department of Agriculture, Department of Social Development (including social workers), Department of Education (including teachers), the relevant departments within the local and district municipalities, Limpopo Economic Development Agency (LEDA), Small Enterprise Development Agency, (SEDA), traditional authorities, and other local community institutions. The stakeholders are engaged because they are experienced and knowledgeable in their respective fields (Exxaro Resources Limited, 2015:15). Engagements are guided by Exxaro's community development focus areas which include education, infrastructure development, enterprise and supplier development, skills development, agriculture and community health (Exxaro Resources Limited, 2015:12). Engagements between key stakeholders and corporate citizenship officials take the form of workshops and meetings. From there, corporate citizenship officials discuss and investigate the proposals made by stakeholders. The projects considered most viable are listed as SLP projects which are then presented to the key stakeholders (mentioned above) and are agreed upon. LLM must approve and sign off on the projects before they are considered the final projects to be submitted to the Department of Mineral Resources (DMR).

3.3 BACKGROUND ON GROOTEGELUK'S PROJECTS

The research focused on two projects at Grootegeluk. These projects are briefly described below.

3.3.1 Boitlhamo Construction Development

Boitlhamo Construction Development (Boitlhamo) project is a co-operative enterprise, that is, an enterprise where individuals come together to create a jointly owned and operated association and voluntarily work together to meet their economic, social and cultural needs and aspirations. The profits of the project are shared amongst the participants (SME Toolkit South Africa, 2002). The project is located in Lephalale. The project was implemented in 2011 with seven beneficiaries from Marapong Township in Lephalale. Beneficiaries are members of the co-operative and owners of the project. The project currently comprises of three beneficiaries who still own and operate the project. The project also employs 5 individuals from Marapong Township as ordinary employees. The business services the greater Lephalale area.

The primary activities of the project are brick making and construction/civil services. The business owns three brick making machines. It also owns three vehicles which are used for collection of material and delivery of bricks, as well as general business use.

3.3.2   Thusanang Bakery

Thusanang Bakery (Thusanang) is a co-operative enterprise established in Seleka Village (Seleka), LLM in January 2016. Thusanang was established with the aim of alleviating poverty, creating employment opportunities and ensuring food security for the residents of Seleka and is currently operated by five beneficiaries (members of the co-operative and owners of the business) with the assistance of three ordinary employees; all of whom were unemployed youth from Seleka. The establishment specialises in the production of baked goods including bread and confectionary products and is fully equipped (Exxaro Resources Limited, 2015:17).

3.4   FINDINGS

The following section presents the findings of the study based on the interviews conducted and relates the findings to the literature.

3.4.1   Participation in projects

As stated in Chapter two (*See Section 2.4*) the human development process is where beneficiaries are provided with the opportunity to lead long healthy lives, gain knowledge and access to resources that allow them to raise their standard of living (Chandler, 2013:16; Coetzee, 2001:119). The process itself is one of participation and consultation where targets of development are empowered to change their own lives. As such, the implementation of

community development projects should emphasise meaningful participation as an important part of the development process (Coetzee, 2001:122-126).

Mansuri and Rao (2004:6) and Paul (1987:2) assert that participation is about the active involvement of project beneficiaries in at least some aspects of project design and implementation. Through such participation the beneficiaries can influence the course and implementation of development project. Cummings (1997:25), and Schenck and Louw (1995:85) emphasises that true participation is when beneficiaries are involved in all stages of the development process including the planning, decision making, implementation, evaluation as well as the management of the project.

In line with research objective three, the researcher sought to determine whether participation took place in the projects. In determining if participation took place and the levels thereof, three project phases were examined, namely, project identification, project planning and project implementation. This was done because it is often the case that different levels of participation are employed at different project phases (Lyons *et al.*, 2001:1235; Theron, 2005:117).

3.4.1.1   Participation in project identification

Community members are considered key stakeholders in community development and thus need to participate in community development project selection and implementation (Nzau-Muteta *et al.*, 2005:8). Participation in project selection contributes to beneficiary buy-in and knowledge sharing so that the projects implemented are appropriate and benefit the beneficiaries (Kakaza, 2009:106; Maharjan *et al.*, 2003:3-8).

Boitlhamo Construction Development

During the empirical investigation, it became clear that no participation of beneficiaries took place during the identification of the project. When questioned about the project identification process, beneficiaries stated that they had not been involved at all. Beneficiaries indicated that they had been students at Moholo Academy, an Exxaro funded college which, among others, provided civils and construction training. They were chosen to become part of what would become Boitlhamo. In the words of the beneficiaries "the idea for the construction company came from Exxarro from the office of Corporate Citizenship. They approached the principal from Moholo Academy".

The responses were corroborated by corporate citizenship officials, one noted that they selected "the best performing students and decided to reward them with a project", while another corporate citizenship official indicated that they thought about what was needed and determined that a brick making business would be viable.

Thusanang Bakery

At Thusanang Bakery, the findings suggested that beneficiaries did not participate in project identification. According to the beneficiaries who participated in the study, "Exxaro went to the tribal authority and asked them for land and to identify beneficiaries". The beneficiaries were not aware of the project even when the bakery building was being constructed. The parties perceived to be the primary stakeholders were corporate citizenship officials who came up with the idea for the bakery, took key decisions, and conducted interviews for beneficiaries. The other key party was the tribal authority which provided land, invited community members to apply to participate and formed part of the interview panel.

In the words of one of the beneficiaries: "We heard from the tribal authorities, those outside of Seleka heard from the Ndunas (tribal headmen). We were told that there would be interviews for a bakery. We didn't know that we would be beneficiaries, we just thought we were interviewing for jobs in the bakery because we were unemployed".

The responses of the beneficiaries were corroborated by the corporate citizenship officials' responses. One official stated that the project "came about as an IDP initiative from the municipality. It was a product of the key stakeholder engagement process".

The findings show that there was no beneficiary participation at the project identification phase. This is in line with general project identification processes at the mine, as one official indicated, "we do not invite all community members to participate in identifying projects". The approach taken in both projects appears to be co-option in which corporate citizenship officials took a top-down approach and identify the needs of the community and plan accordingly (De Beer, 1996:69) (*See Section 2.6.2*). This may have limited their ability to establish accurately what the communities actually needed and may have prevented the incorporation of local knowledge in project planning (Cavaye, 2011:1; Coetzee, 2001:119, 123; Lyons *et al.*, 2001:1325).

3.4.1.2 Participation during planning

As previously alluded to (*See Sections 2.5.2 and 2.5.3*), development theorists emphasise the need for beneficiaries to participate in decision making in community development as it empowers beneficiaries to take control of their own development and builds a sense of ownership of projects and capacity (Chenga, *et al.*, 2006:58-59; Fonchingong & Fonjong, 2003:199; Oakley, 1995:9-10).

To determine if beneficiaries took part in the planning phase and what level of participation took place, questions posed during interviews centred on key aspects of participation. These included queries regarding the stage at which beneficiaries were informed about the project and were invited to take part, the process of making of key decisions and the process of arriving at the status quo.

Boitlhamo Construction Development

At Boitlhamo the responses from beneficiaries who participated in the study indicated that beneficiaries did not participate in taking decisions pertaining to the location of the business, beneficiary selection, and the amount for the budget. However, the beneficiaries indicated that they participated in other planning activities. Beneficiaries stated that they participated by putting together business profiles and projections and determining the demand for bricks. They also participated in the setting up of the co-operative as signatories. According to them, they also participated by getting quotations for machines and presenting them to Exxaro for payment.

On decision making, the corporate citizenship officials' responses confirm that decisions such as the budget, location and beneficiaries, were not made by beneficiaries however, in terms of other activities associated with planning such as readying paperwork and registering the co-operative there was a level of participation.

Regarding the costing of machines, there seems to be some conflict in responses. Whereas the corporate citizenship officials state that they sourced the quotations and decided which machines to buy, the beneficiaries indicated that they were the ones who sourced quotations and presented them to the corporate citizenship officials for payment.

Thusanang Bakery

The empirical data collected at Thusanang Bakery indicates that the beneficiaries thought that the primary decision makers and actioners were the corporate citizenship officials. The tribal authority partook by providing land, and being involved in the beneficiary selection process (they invited interested community members to submit CVs and formed part of the selection panel).

One beneficiary noted that "with the budget, I don't know what happened, if the budget was spent starting with the land and the building. I don't know what was budgeted for the machinery and things. I was not involved with that. When I went for the interview they had already started building and we were far. I only started participating when I went for the interview".

Beneficiaries participated passively in the planning phase as they were informed of developments (Oakley, 1995:3) (*See Section 2.6.2*). The beneficiaries "would have meetings with the stakeholders" and were involved in the administrative duties of establishing a co-operative and were invited to witness the delivery of equipment and to see progress on construction.

The responses of corporate citizenship officials corroborated what was found. Corporate citizenship officials conducted the necessary investigations, made key decisions and made arrangements for construction and access to municipal services. They also secured a technical consultant to assist with creating the business model, sourcing equipment and providing training. Beneficiaries only participated by being kept informed and for registering the business.

The responses from the corporate citizenship officials regarding participation at planning phase were corroborated by beneficiaries' responses. As one corporate citizenship official put it, "once we have conceptualised everything agreed upon then we start engaging the beneficiaries".

The empirical evidence indicates that a top-down approach to decision making during the planning phase was taken. The interventionists (corporate citizenship officials) determined what would be done. This indicates that a co-option approach to participation as described by De Beer (1996:69) (*See Section 2.6.2*). Regarding activities other than decision making, the evidence indicates that at Thusanang beneficiaries participated by being informed and being shown progress.

At Boitlhamo, in addition to being kept informed, beneficiaries were actively involved in planning the project. The lack of active participation in planning and decision making may have reduced the opportunities for the beneficiaries to establish a shared vision for the projects, to get to know one another, and engage in social learning and mutual adjustment before implementation. It may

also have prevented beneficiaries from becoming familiar with their suppliers and learning how to effectively deal with them. This is evident in the way corporate citizenship officials still must intervene in negotiations with suppliers (*See Section* 3.4.1.3). It may have been a missed opportunity to build capacity, to increase project efficiency, and to incorporate local knowledge in the project (*See Section* 2.6.3) (Cummings, 1997:28; Khwaja, 2004:429; Lyons *et al.*, 2001:1325; Sibiya, 2010:35).

3.4.1.3   Participation in project implementation

Having explored the predominant participation patterns at project identification and planning, this section seeks to establish if and how participation took place at the implementation phase of projects.

Boitlhamo Construction Development

Regarding the participation of beneficiaries during the implementation phase, questions were asked about the roles of both the beneficiaries and corporate citizenship officials. From beneficiaries' responses, it was gathered that beneficiaries are actively involved in the project and are the primary decision makers. Beneficiaries noted that they had different roles in the business with one indicating that they are "the manager of the whole project" while another indicated that they were the "admin manager, book keeper client liaison and in production". They also indicated that they work collectively to operate the business. With regards to decision making each makes decisions pertaining to their roles, but bigger decisions are taken collectively.

From the corporate citizenship official's perspective beneficiaries are the owners and operators of the business and take all decisions associated with the running of it. According to a corporate citizenship official, "the beneficiaries were only involved at implementation. We had monthly meetings where they gave us feedback and we workshopped challenges as well as site visits to encourage them and give pointers on what could be improved". At present, 5 years down the line the business belongs to and is operated by the beneficiaries. In the words of one mining official: "Yes, they are now the decision makers, as Exxaro we have been there to encourage, to give feedback and pointers. We never really directly interfered with the running of the business".
The empirical evidence indicates that the beneficiaries have taken ownership of the project and have become more independent and self-reliant than they were prior to participating in the project. The beneficiaries also seem to have the agency to take their development in their own hands. The participation of beneficiaries in the implementation stage can be seen as a step towards development as is defined in the conceptualisation of human development and community

development, as the beneficiaries are empowered to take decisions and have opportunities to acquire knowledge. They also have the resources that allow them to have a good living standard. This is possible because beneficiaries participate fully (*See Sections 2.4, 2.5.1 and 2.5.2*) (Barnes *et al.,* 2014:76, 81; Cavaye, 2011:1; Coetzee, 2001:122-126; Kakaza, 2009:106). Beneficiaries only participated during the implementation phase, thus, the approach to participation is co-option as outlined by De Beer (1996:69).

Thusanang bakery

During the empirical investigation, it became clear that at implementation, beneficiaries are responsible for taking decisions and operating the bakery. When asked about their specific roles and decision making, beneficiaries indicated that they held different roles. One beneficiary stated that he worked in production and was responsible for marketing while another stated that "I look after the place, I bake, I do the paper work, I check the accounts after the lady who does the books is done, and I chair our monthly meetings". As in the case of Boitlhamo, beneficiaries stated that they make decisions collectively and "learn how to work together and keep the business going". With regard to the corporate citizenship officials' role, beneficiaries stated that "after six months lapsed we took over the business and Exxaro remained in an advisory basis".

Corporate citizenship officials corroborated what beneficiaries indicated. Regarding decision making, as one official put it, "they take decisions and it builds their confidence, I don't take decisions, they sit down at month end". However, one corporate citizenship official indicated that he also intervened in assisting to resolve conflicts among beneficiaries if they could not resolve them themselves, in negotiating with suppliers when needed and assisting with administrative work such as making online payments on the business's behalf and allowing them to use Exxaro's office resources for the projects' purposes.

The empirical evidence indicates that at Thusanang, during the implementation phase beneficiaries are in control of the project, take the decisions themselves and operate the project. As is the case for Boitlhamo, there is a sense that the beneficiaries are more independent, self-reliant and empowered to take decisions that affect their lives. Further, through participating in the project, the beneficiaries have gained the capacity and resources to guide their own development. This is in line with the principles and pillars of both human development and community development (*See Section 2.4, 2.5.1 and 2.5.2*) (Barnes *et al.,* 2014:76, 81; Cavaye, 2011:1; Coetzee, 2001:122-126; Kakaza, 2009:106). It should be noted that this approach to participation in which beneficiaries only participate at project execution phase is in line with De Beer's (1996:69) co-option approach.

3.4.1.4   Participation in all phases of the project

The findings of the investigation indicate that at project selection and planning, key decisions were not taken by beneficiaries but rather by corporate citizenship officials, sometimes in conjunction with other parties identified as key stakeholders. The beneficiaries did not participate in project selection and were made aware of project plans after they had undergone the selection process. This indicates that beneficiaries may not have had sufficient information to decide if they wanted to participate in the project. It was only after they were chosen that they had this information. The lack of information may have stemmed from corporate citizenship officials using gatekeepers, such as ward councillors and tribal authorities, to dispense information.

The lack of participation in the selection phase is counter to the core values that guide participation as suggested by the International Association for Participation (2009) (*See Section 2.6.1*). The values emphasise that communities should be provided with adequate information to participate fully, be involved in decisions that affect their lives and that they should be able to determine how they want to participate and at what level.

At the planning phase, evidence indicates that a top-down approach was adopted as beneficiaries only participated by being kept informed and taking part in administration while key decisions were taken by corporate citizenship officials. However, it appears that at Boitlhamo there was some participation in planning for implementation. According to De Beer (1996:69) (*See Section 2.6.2*), this is the co-option approach to participation.

Furthermore, when viewed from the perspective of Lyons *et al.* (2001:1235) and Theron (2005:115) (*See Section 2.6.2*), the participation during the selection and planning phase did not empower participants as it was not deep and was not conducted prior to decision taking. Using Theron's (2005:15) (*See Section 2.6.2*) typology of participation, it can be deduced that the participation process undertaken was a mixture of passive participation, participation by consultation, functional participation, and participation for material incentives.

However, contrary to the assertions of Lyons *et al.* (2001:1235) and Theron (2005:115), the responses provided by the beneficiaries and corporate citizenship officials indicate that during the implementation phase beneficiaries were empowered as they were the primary decision makers and were capacitated to make those decisions. Further, beneficiaries' responses also indicated that they were to a large degree self-reliant, had bought into the project and had taken ownership of the project in the implementation phase.

In terms of distinct interpretations of participation as listed by Oakley (1995:3) (*See Section 2.6.2*), the participation identified can be described as a combination of participation as collaboration and participation as organisation. In participation as collaboration, beneficiaries are incentivised to work together, contributing their labour in exchange for a specific benefit and participation only takes place when decisions have already been taken. While in participation as organisation, participation is used as a tool to organise around a specific goal or project. In both Thusanang and Boitlhamo the members were organised around the development of co-operatives for the purposes of enterprise development and youth unemployment reduction and providing goods and services to the greater communities.

3.4.2   Sustainability of projects

As noted in *Section 1.2* of this study, the impact of community development projects has become the measure of how successful mining companies are with engaging in community development, the sustainability of such projects consequently has become pivotal.

Lyons *et al.* (2001:1241, 1245) propose that the sustainability of projects is three dimensional. The three dimensions are; project sustainability, community sustainability and personal sustainability (*See Section 2.7*). In line with research objective three, the researcher sought to determine the sustainability of projects using the aforementioned dimensions. The investigation was carried out by interviewing both beneficiaries and corporate citizenship officials.

3.4.2.1   Project sustainability

As stated above (*See Section 2.7*) the measure of project sustainability is the long-term viability of projects with no support or significantly reduced support of interventionists (Lyons *et al.*, 2001:1233; Schenck & Louw, 1995:85-86). Project sustainability can thus be measured by determining how long the project has survived and/or what the outlook of the project is.

To determine the project sustainability of Boitlhamo and Thusanang, questions relating to the satisfaction levels of beneficiaries with the projects, aspirations for the future and the challenges experienced in the projects were asked to beneficiaries and corporate citizenship officials. This section presents the findings.

Boitlhamo Construction Development

69

The empirical investigation suggests that the beneficiaries were satisfied with the project's progress. One beneficiary noted that the growth of the business has allowed them to employ people to make bricks and construction. With regard to long-term outlook, beneficiaries felt that they could "take it far" and grow it to a point where it employed more people, but to reach those goals they had to buy bigger brick making machines, improve marketing and work harder. In the words of one beneficiary, "we have to work to reach our goal. If it means increasing my working hours or decreasing my salary for the business to reach the target, then I have to".

The business has experienced difficulties. Beneficiaries noted that in some cases they had to use the mine's facilities to email, fax and make calls. In addition, in some months they found it challenging to pay labourers' wages. Other difficulties included an indication that the quality of bricks might have deteriorated even though the company has SABS accreditation. Lastly, it seems that beneficiaries don't always agree on things and this poses a problem for business.

Beneficiaries stated that they are working on using their resources to improve cash flow. For instance, in the times that the truck owned by the business is not being used, it is rented out. One beneficiary stated that being out of Exxaro's five-year incubator process was challenging because they could no longer rely on maximum support from the mine, he noted however, that it was in some respects a positive situation as it forced them to be independent and behave like business people.

Interviews with corporate citizenship officials indicated that there was satisfaction with the progress of the business, in the words of one beneficiary, "last week they approached me because they want to sell one of the older machines to get a new bigger one because the demand is high". One corporate citizenship official noted that "we are satisfied because they are there almost every day, even on Sunday when necessary. You can see that they are serious about the business". However, economic challenges were identified as a factor affecting the business negatively. Other difficulties identified were marketing and the municipality's perceived unwillingness to procure bricks for RDP houses from the project. Despite the challenges, the perception was that the business would survive in the long-term as the town and mining industry is growing, and the business had been awarded some tenders by the mine.

Overall, because of the variables affecting project sustainability, the responses give mixed signals on the sustainability of the project, however, the business has survived some time with reduced support from the mine.

Thusanang Bakery

Interviews conducted with beneficiaries indicated that they were satisfied with the project's progress in the six months of operation as they had many individual customers and had established relationships with organisations who bought in bulk. They noted that some improvements could be made. One beneficiary noted that not having a vehicle was problematic as it meant they could not make deliveries. They felt that this put them at a disadvantage as they were competing in the bread market with larger bakeries who deliver. In addition, the lack of back-up electricity was mentioned as a threat as power outages were common and affected the business's ability to bake and caused waste. Regarding aspirations, beneficiaries wanted to buy a vehicle and generator as well as to grow the business and possibly establish another bakery. They also wanted to establish relationships with more organisations to supply to.

Corporate citizenship officials also expressed satisfaction with the progress of the business. They noted that "the turnover has been satisfactory; we did not envisage that in terms of the sales". With regards to challenges, interpersonal issues, infighting, and the lack of transportation to make deliveries were mentioned.

Again, the results show mixed signals on the sustainability of the project due to the problems mentioned above and the multitude of variables which have affected the long-term longevity of the projects. Furthermore, the bakery has only been operational for less than a year and has been receiving extensive support from corporate citizenship officials. It is difficult to determine how it would do without the mine's active support.

In both projects, the participation, albeit not comprehensive at the beginning, in projects appears to have contributed to the sustainability of projects thus far. The beneficiaries operate the projects and without them the projects may not exist. Further, without their seeming commitment to the projects, the projects would likely have failed (Cummings, 1997:28; Khwaja, 2004:429).

3.4.2.2   Personal sustainability

Personal sustainability of projects refers to the positive impacts that projects have on beneficiaries. Such impacts include whether beneficiaries' well-being has been enhanced and if they are empowered to take charge of their own lives (Lyons *et al.*, 2001:1242). To determine personal sustainability, the researcher asked questions around how beneficiaries felt that the project had benefited them, what skills they had gained as part of the project and how they used the skills in their daily lives. The following presents the empirical findings of this line of questioning.

Boitlhamo Construction Development

The financial benefits of the project were highlighted by all beneficiaries as a key benefit. According to one beneficiary, "I have some property that I own. I get a salary, I got married. I am helping some younger brothers and colleagues through what I have accumulated through the project". Beneficiaries also stated that they had a greater sense of direction, had experienced personal growth and had a higher self-esteem.

Regarding capacity building, beneficiaries mentioned a suite of business management training, project management, and brick making training. They also mentioned that they had gained an understanding of how business works and gained interpersonal skills. They noted that the skills helped them in the business but also in their personal lives. In the words of one beneficiary: "If I open a business now I will be able to manage it".

Thusanang Bakery

Beneficiaries stated that the benefit of having an income was key to them, as one participant put it, "things have changed, my children are no longer hungry. I can buy them and myself clothes. I am able to help out my mother at home". Being part of the project has also boosted their confidence, gave them a focus and something to do. Beneficiaries indicated that they received training in baking and that their training in that regard was still on-going. In addition, they received basic business management skills which included stock taking, book keeping and money management. In terms of soft skills, they mentioned interpersonal skills, perseverance, leadership and innovation. As one beneficiary put it "I have learnt that I can lead the community". Again, the results indicate that the project has contributed to the personal sustainability of beneficiaries.

Overall, these results indicate that the projects have benefitted the beneficiaries financially, in terms of emotional well-being and in acquiring skills that they can use in the future. Participating in the project has contributed to them being more empowered and better able to direct their own lives. It has thus contributed to their well-being and self-esteem, and ultimately to their development as seen from a human development perspective (*See Section 2.4*). This is in line with the assertions of Chenga *et al.* (2006:59) and Sibiya (2010:35), that participation, and soft and hard skills that beneficiaries can use in their work lives and personal lives, builds self-reliance and empowerment among beneficiaries (*See Section* 2.6.3). Furthermore, in accordance with the literature, the project has in this regard met the principles of community development; namely

ownership, empowerment and capacity building as the foundation of community development (*See Section 2.5.2*).

3.4.2.3   Community sustainability

Community sustainability is achieved when community development projects contribute to the creation of a situation where community members are empowered to lead their own development and harness the momentum of the project to lead overall development in the community. To determine if the projects had contributed to community sustainability, beneficiaries were asked to provide information pertaining to perceived benefits of the projects to the communities. The following outlines the findings.

Boitlhamo Construction Development

When asked about benefits to the community, one beneficiary stated that "eighty percent of our sales are from the community. They buy from us because of the price and quality". While another indicated that the project operates as a wholesaler and "people fill their yards with our bricks and sell them". One beneficiary stated that the project "helped because it employs some community members".

In the words of one of the beneficiaries from Boitlhamo Construction Development: "The community can now buy bricks inexpensive locally. They were not able to before. They can get bricks quickly".

From the responses, it is clear that the beneficiaries feel that the community benefits from their operation. With regard to the community being empowered to lead their own development, the community members who were most empowered were the beneficiaries. Further, an employee of the project felt that he had benefited as he had an income and was learning new skills. In addition, the individuals who filled their yards with bricks and sold them were indirectly economically empowered because they had a way of making an income.

Thusanang Bakery

At Thusanag, beneficiaries felt that the project had benefited the community. One beneficiary stated that the community had benefited because "people can get inexpensive fresh bread, lots of people come for bread" and "people no longer go to town to buy cake, they order from us". Another beneficiary noted that the project "helped by employing some community members".

In the words of a beneficiary from Thusanang Bakery: "People were not able to get fresh baked goods and now they do. People no longer go to town to buy cake; they order from us. I think people are happy".

Again, the responses indicate that the beneficiaries feel that the community benefits from their operation. The employee interviewed felt that he had benefited as he was learning new skills that he could use in the future.

As with Boitlhamo, in relation to the community being empowered to lead their own development it has been found that there has been impact on the beneficiaries themselves; they have been empowered. In addition, the employee interviewed felt that he had benefited as he was learning new skills that he could use in the future and was learning skills that he could use in the future.

Overall, the results indicate that both projects are perceived to have had some positive impact on communities as the projects provided goods and services needed by the communities and provided employment to some community members.

3.4.3   Other factors affecting sustainability

As noted in *Section 2.5.3*, there are eight critical factors which affect the sustainability of community development projects. As part of the empirical investigation, several of these factors were examined. These factors were selected because, given the resources and time constraints, they were the most readily investigable. The factors were:

• Projects should be implemented using a well-conceived project plan that leads execution.
• Projects should be monitored to determine whether the goals of the project are being met and that the strategy is still fit for purpose.
• Ongoing support and training should be provided after project implementation to increase the likelihood of project sustainability.

The findings regarding the above are discussed below.

Project planning and execution

To determine the extent to which project plans were designed and implemented, the researcher posed questions regarding how the mine established if projects would be sustainable prior to implementation to corporate citizenship officials.

The corporate citizenship officials interviewed stated that once projects have been selected, studies are undertaken to establish their viability. The studies include collecting information on the current status of supply and demand of the service or goods that the project will produce. It also includes investigating similar projects to determine how they were implemented and what challenges were faced. Further, corporate citizenship officials indicated that they draft proposals which underwent scrutiny by several internal parties before approval. In addition, corporate citizenship officials often work with experts in the field of the projects they will be implementing, for both projects, experts were contracted.

Based on the investigation and secondary data, it was determined that project plans were drafted and used to guide project execution. It should however be noted that in Thusanang, in the end the budget was not adequate to meet the requirements of the plan. Beneficiaries had not yet received all envisaged training and had not acquired a vehicle as there were not enough funds for the items in the year that it started.

Monitoring of projects to ensure that the goals of the project are met

To determine whether the monitoring of projects took place, corporate citizenship officials and beneficiaries were questioned about corporate citizenship officials' role in the project.

The findings indicate that the monitoring of projects took place regularly. According to corporate citizenship officials, at Boitlhamo "we still monitor them because we need sustainability. We check on them to find out how they are doing, if they are still in business, what challenges they are facing; sometimes they have challenges where I have to intervene".
At Thusanang such monitoring is frequent and intensive as the project is still in its infancy. Monitoring at both projects takes the form of meetings, site visits and phone calls.

Ongoing support and training provision

To determine if ongoing support and training took place the corporate citizenship officials as well as beneficiaries were asked about what training had been provided and what role corporate citizenship officials played. Beneficiaries were also asked if they thought the support received

from the corporate citizenship officials (if any) added value. The following are the findings that emerged from the interviews.

For Boitlhamo, most of the responses from corporate citizenship officials and beneficiaries indicated that the mine still supports the project beneficiaries by providing guidance and mentoring, allowing them to use their facilities, and intervening on their behalf where necessary. For instance, a corporate citizenship official noted that they still assist with negotiations for rent and suppliers. Beneficiaries stated that the support was valuable as it assisted in resolving challenges and making the right decisions and actions for the business. One beneficiary stated that the business was not receiving any support from the corporate citizenship officials as the incubation period had lapsed.

As noted above, the beneficiaries received business and technical training. When asked if the training was helpful, beneficiaries said it was valuable as it provided them with the technical and business acumen to run the business effectively.

The beneficiaries interviewed at Thusanang stated that they received support in the form of advice and mentoring. They also received assistance with challenges that arose amongst themselves and with suppliers. As noted in *Section 3.4.1.3* corporate citizenship officials confirmed that they still provide support to beneficiaries. For instance, they help them find and negotiate with suppliers and with payments as the bakery does not yet have internet banking facilities. They also assisted by mediating when the beneficiaries had disagreements they could not resolve by themselves. Beneficiaries indicated that the support and monitoring from corporate citizenship officials kept them motivated. As one beneficiary put it, "the guidance is really good because it keeps our business in good shape. They helped us a lot because through them we got training to run this business. Now we are able to do things ourselves". This is in line with Cummings's (1997:28) and Khwaja's (2004:429) assertions that participation builds commitment and motivation among beneficiaries.

Regarding training, beneficiaries noted that the training they received not only helped them with operating the business but assisted them in managing their own finances and having confidence in their abilities.

Chenga *et al.* (2006:61) state that a level of support from the mine is desirable as it increases the likelihood of sustainability. However, it is not clear how far such support should go. The support may limit beneficiaries' opportunities to be empowered and take full control of the projects in the future.

3.5   CONCLUSION

This chapter presented the results of the empirical investigation of the study of the relationship between the participation of beneficiaries in community development projects and the sustainability thereof. The chapter focused on the influence of beneficiary participation on the sustainability of the projects. Three major themes were identified, namely, participation levels at Thusanang and Boitlhamo at the different stages of the project, the sustainability of projects at the project, personal and community levels as well as other factors which may affect the sustainability of projects.

The following findings were reached:

- Beneficiaries did not participate in project selection and played a minimal or no role in the project planning phases of projects.
- At the implementation phases of the projects, beneficiaries operate the projects and take key decisions while corporate citizenship officials play a less prominent role than in the selection and planning phases.
- Corporate citizenship officials play an advisory, support and monitoring role. They provide advice to beneficiaries when asked, help in dealing with suppliers and allow the project beneficiaries to use Exxaro's office resources for project purposes. Beneficiaries felt that this was invaluable to them.
- The beneficiaries feel that the projects have benefited them financially, in terms of emotional well-being and in acquiring skills that they can use in the future. Their participation contributed to their personal sustainability.
- Beneficiaries and corporate citizenship officials believe that projects are sustainable in the long-term. Boitlhamo has been active for several years while Thusanang appears sustainable as there is a market for products. The participation of beneficiaries at implementation phase is important as they operate the projects.
- Beneficiaries perceived projects as being beneficial to the wider community, citing the availability of inexpensive goods and employment as being positive for the wider community.
- Corporate citizenship officials conduct investigations and put together project plans to guide projects, at times project planning particularly for budgeting is not comprehensive, leading to under budgeting.

- Support and the monitoring of projects are provided to beneficiaries by corporate citizenship officials. Support includes playing an advisory and mentoring role as well assisting with resolving challenges and providing administrative support when needed.
- Capacity building in the form of training took place at both projects and beneficiaries felt that it was invaluable for operating the project and for themselves personally.

The fourth chapter draws conclusions from the investigation and proposes recommendations for improving the sustainability of community development projects based on the findings.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1   INTRODUCTION

The practice of community development is a complex and multifaceted activity. The sustainability of community development endeavours can be influenced by several factors. As a result, it should be undertaken with care and with the factors that affect it in mind. Within the South African mining context, community development is not only important for gaining and maintaining a social licence to operate, but is also a legislative imperative. Given the socio-economic challenges that face the communities in which mines operate, investments made in the name of community development must be sustainable and truly have a positive impact on the intended beneficiaries. To increase the likelihood of the sustainability of community development projects and to maximise the benefits, certain principles must be followed; including, following the correct project management principles, providing support and monitoring projects, ensuring that projects are adequately budgeted for and ensuring that beneficiaries participate in the projects.

This study sought to establish the relationship between the sustainability of CSR projects and the participation of project beneficiaries from the community. Chapter 1 described the background and context under which community development has emerged as a key aspect of maintaining a social and legal licence to operate for mines in South Africa. The chapter also presented the aims and objectives of the study and outlined the research design and methodology for the research.

Chapter 2 was a conceptualisation of several terms pertinent to the overall aim and objectives of the study. The terms included CSR, sustainable development, human development, community development and community participation. The chapter also explored the relationship between the sustainability of community development projects and community participation.

Chapter 3 reported on the findings of the study, focusing on the participation of beneficiaries in project selection, planning and implementation phases. It also highlighted the sustainability of projects from a personal, community and project perspective. The final part of the chapter explored other factors which can affect project sustainability.

In this fourth and final chapter the researcher presents the conclusions of the study and makes recommendations on how Grootegeluk can improve participation as a way of supporting project sustainability. The researcher also suggests areas for future study.

4.2   RESEARCH OBJECTIVES

This study sought to determine the relationship between the sustainability of community development projects implemented by Grootegeluk and the participation of beneficiaries; particularly if and how beneficiary participation influenced the sustainability of the community development projects. Beneficiary participation is considered a key component of community development projects. The research specifically addressed 4 objectives stated in *Chapter One* (*See Section 1.5*) which are explained below.

4.2.1   Research Objective 1: Provide a sound understanding of the concepts CSR, sustainable development, community development, human development and community participation from the existing literature

Chapter Two addressed the first objective. It was determined that CSR has a rich history but became a key consideration for the private sector in the latter part of the 20th century. It was also determined that although defined differently, it ultimately denotes the expectation that the private sector has duties that extend beyond fiduciary ones. They have a responsibility to protect the environment and to contribute to the betterment of society (*See Section 2.2.2 and 2.2.3*) (Blowfield & Frynas, 2005:503; Blowfield & Murray, 2008:24; Carroll, 1999:268; Visser, 2005:32). The private sector is also not just responsible to shareholders but several stakeholders (Blowfield & Murray, 2008:59-60; Freeman *et al.*, 2010:236; Hamman, 2008:9-12).

With regard to the South African context, it was established that CSR has been legislated in different laws and encompasses all the aspects of the triple bottom line, however, implementation focuses largely on community development (April, 2012:115; Kloppers & Du Plessis, 2008:93; Ndhlovu, 2011:73).

Through the conceptualisation of sustainable development, it was established that CSR is intertwined with sustainable development. CSR speaks to the way in which the private sector should be involved in meeting the goals of sustainable development (Blowfield & Frynas, 2005:499; Hamann, 2008:2; Idemudia, 2011:1).

In the way in which CSR has evolved, so has the definition of development. Whereas in the earlier part of the twentieth century development was synonymous with economic advancement, it is now accepted that development is about improving the overall well-being of the intended

beneficiaries of development endeavours, it is thus about human development (Coetzee, 2001:119, 123; Chandler, 2013:16; Kates *et al.*, 2005:20).

In addition, whereas development was seen as a top-down endeavour where interventionists imposed their own views of development on beneficiaries, it is now accepted that development should be defined by the people themselves and that development activities should focus on empowering and capacitating beneficiaries so that they can lead their own development (Coetzee, 2001:29, 40, 91; Mchombu, 2004:18, 19; Chandler, 2013:16; Coetzee, 2001:119, 123).

In terms of community development, as with human development, the emphasis is on empowerment and encouraging independence and self-reliance through approaches that emphasise the inclusion of beneficiaries in the development process. This includes equipping beneficiaries with the capacity to make decisions that affect their own lives and to lead their own development. Community development endeavours are largely undertaken in project format in which interventionists attempt to solve specific community problems (Bhattacharyya, 2004:12; Cavaye, 2011:1; International Council of Mining and Metals, 2011:7; United Nations Department of Economic and Social Affairs, 1963:4).

The sustainability of community development projects implemented in the name of CSR is of great importance for community development (*See Section 2.6.3*). Sustainability has three dimensions, namely; project sustainability which speaks to project longevity, personal sustainability which addresses the positive impacts on the individuals involved in the project and community sustainability which is about the positive outcomes of the project on the entire community (Lyons *et al.*, 2001:1241, 1245). The sustainability of projects is linked to several factors including project management, community participation (participation of beneficiaries), monitoring and ongoing support. Key to this research is the participation of beneficiaries. Community participation is considered a key part of the community development process as it encourages ownership of projects, empowers beneficiaries to take their development in their own hands and builds capacity for them to carry their development forward independent of interventionists (Chenga *et al.*, 2006:59; Lyons *et al.*, 2001:1325; Oakley, 1995:9-10). Community participation can also increase project efficiency and the likelihood of the project sustaining itself in the long-term (Cummings, 1997:28; Khwaja, 2004:428; Paul, 1987:2).

4.2.2   Research Objective 2: From the literature, explore the relationship between the sustainability of community development projects and community participation

Chapter two (*See Section 2.8*) also explored the relationship between the sustainability of community development projects and the participation of beneficiaries and the community. It was found that there is a positive relationship between the participation of beneficiaries and community development project sustainability, that is, the participation of beneficiaries positively influenced the sustainability of the projects. The three dimensions of the sustainability of projects was enhanced by community participation as it led to the acquisition of skills which beneficiaries could use to maintain projects in the longer term.

In addition, participation encouraged beneficiaries to take control of the projects and enhanced a feeling of ownership of the project. Participation also led to greater self-reliance and empowerment of beneficiaries. They could take their own decisions and even use the momentum of the projects to further their development and the development of their communities (Khwaja, 2004:432; Lyons *et al.*, 2001:1247; Mansuri & Rao, 2004:15).

It was also found that it is not only whether participation took place or not that determined sustainability, but also the nature and extent of participation. The more comprehensive and profound the participation, the greater the chances of sustainability (Lyons *et al.*, 2001:1248). In cases where beneficiaries participated in the entire project life cycle, projects were more sustainable in the long-term (Marais, 2010:92, 102). Thus, the more active beneficiaries were, the greater the sustainability of projects.

Beneficiary participation also contributed to project sustainability as it ensured that community development projects implemented met the needs of communities, gained buy-in from communities and increased project efficiency as local knowledge was a consideration in project selection, design and implementation (Bench Marks Foundation, 2012:127).

Projects with little or no participation were unlikely to be completed and where they were completed beneficiaries failed to maintain them or use them to enhance the situation of the community.

It was however also determined in some cases that the relationship is not clear cut and is sometimes dependent on the type of projects being implemented. Projects that required local knowledge benefited from participation, whereas more technical projects were in some cases negatively affected by beneficiary participation (Khwaja, 2004:428; Mansuri & Rao, 2004:31).

4.2.3   Research Objective 3: From the empirical findings, determine the predominant relationship between the sustainability of community development projects and community participation in the study area

Chapter three documented the findings of the empirical research. It was found that at both projects the beneficiaries did not participate in the selection of projects. The corporate citizenship officials engaged key stakeholders including the state and state agencies involved in the development space. It was found that this may have been limiting in establishing if the projects were what the communities needed the most.

It became clear that during planning, the beneficiaries were only minimally involved. They were involved in the administrative work of starting the co-operative and being informed about the progress of the project. They were not involved in decision making at this stage. At Boitlhamo, in addition to administrative work the beneficiaries may also have been involved in getting quotes for equipment. The corporate citizenship officials as interventionists took key decisions, thus, a top-down approach was taken. The lack of active participation and decision making at planning stage limited the beneficiaries' ability to become familiar with one another prior to implementation. They also had no opportunity to collectively establish a shared vision for the projects. It may have limited the opportunity to learn how to engage with suppliers.

Beneficiaries only fully participated in the project at project implementation. In that time, they participated by taking ownership of the projects, operating them and taking the key decisions. The corporate citizenship officials played an advisory role and monitored the projects. In Thusanang's case corporate citizenship officials were also involved in assisting in mediating conflicts among beneficiaries and negotiating with suppliers. In Boitlhamo's case the corporate citizenship officials also assisted by allowing the beneficiaries to use office equipment for business purposes.

It was also found that in both projects, the participation of beneficiaries at the implementation stage contributed to the sustainability of projects because without the beneficiaries the projects would not exist and without their commitment the projects may not work as well as they have been.

The results also indicated that the participation of beneficiaries had a positive impact on the personal sustainability of beneficiaries in several ways including financially, emotionally and in their overall well-being. The beneficiaries were also able to gain soft skills which not only assisted them in operating the business but help them to deal with personal matters. These include team work and the ability to communicate effectively with others. They also developed hard skills

through training which allowed them to carry out their roles. Training included business management and administration as well as the ability to bake or brick making. They could use the skills gain employment or start their own businesses should they leave the projects or should the projects fail.

In terms of community sustainability, the community members interviewed were limited to the beneficiaries. It was found that the beneficiaries felt that the projects benefited the respective communities by providing employment to some community members and by providing goods that are required by community members.

Other factors which affected the sustainability of projects were observed. It was found that corporate citizenship officials provided support to beneficiaries and monitored the projects, beneficiaries found this function valuable as it helped them make informed decisions, kept them motivated and helped them resolve conflicts amicably.

4.2.4 Research Objective 4: Make recommendations in terms of community participation practices which can ultimately lead to improved sustainability of the mine's community development projects

The findings of the study indicate that there were varying degrees of participation during different project phases. Further they show that this participation improved the sustainability of projects. The following recommendations are proposed to further increase the likelihood of project sustainability.

4.2.4.1 Project selection

- More opportunities for beneficiaries to participate in project selection should be created. This can take the form of community members (or community leaders) being invited to the key stakeholder engagement sessions or through a separate participation process. This will ensure that community members' needs are heard first hand and will also enhance buy-in for projects. It will also ensure that local knowledge is incorporated in the project to increase project efficiency.
- It is proposed that when the SLP projects are being selected, community members be invited to propose projects. Inviting the community to participate in this way will build good relations between Grootegeluk and its surrounding communities. It will also enhance the ability of community members to think of their own development and how to resolve their socio-economic challenges.

4.2.4.2   Project planning and implementation

- Greater facilitation of active participation of beneficiaries during the planning phases of projects is needed. This can be done by including beneficiaries in feasibility studies and decision making processes. This is likely to build capacity and greater knowledge among beneficiaries. It would also be an opportunity for beneficiaries to work together on a vision for the project before they must collectively implement it.

- More information regarding projects should be provided to potential beneficiaries prior to interviews. This will allow beneficiaries to make informed decisions about their willingness and ability to participate. It will also assist in managing beneficiaries' expectations.

- A formalised system of establishing the sustainability of projects prior to implementation and throughout the project cycle should be established. The mine is currently rolling out a Social Return on Investment system. This can be supplemented with a system that specifically measures the sustainability of projects based on the three sustainability dimensions.

- It was found that in some cases beneficiaries were not able to resolve disagreements amongst themselves alone. It is suggested that steps be taken to educate beneficiaries on how to resolve disagreements by themselves so they can work together more harmoniously. This can take the form of workshops or other learning methods on conflict resolution provided by one of Exxaro's partners such as LEDA and/or SEDA. They can also learn this by collectively participating in project planning.

- It was found that the beneficiaries were reliant on the corporate citizenship team to assist with negotiations with suppliers. The beneficiaries should ideally be able to authoritatively negotiate with their suppliers. It is recommended that mechanisms for enhancing the ability of beneficiaries to negotiate with suppliers be put in place. Involving beneficiaries at planning stage would assist in this regard as the beneficiaries would have the opportunity to develop and strengthen their negotiating skills early.

- An official process of establishing what the roles of the beneficiaries and corporate citizenship officials are at planning and implementation should be completed. Beneficiaries and corporate citizenship officials acknowledged that they had different roles, however it may be beneficial to have this in writing.

4.2.4.3   General

- It is recommended that Grootegeluk facilitate networking sessions amongst their project beneficiaries. This can be used by beneficiaries to share experiences and to discuss common challenges and ways of overcoming these challenges. The beneficiaries can also use these sessions to form their own support groups. It would also create opportunities for

beneficiaries to identify project synergies amongst themselves and find ways of exploring these.

- Open days should be held with communities of the respective projects to enhance knowledge about the projects amongst community members. This will improve buy-in and serve as a marketing mechanism. It may also serve as a way of encouraging other community members to start their own income generating projects and thus contribute to community sustainability.

4.3 AREAS FOR FUTURE RESEARCH

The following areas of future research are suggested against the findings, background and context of the study:

- The involvement of municipalities was flagged as one of the aspects that potentially influenced project sustainability. The legislation states that municipalities need to ratify projects before they are submitted to the DMR as part of the SLP. It would be worth investigating what impact this requirement has on the community development project selection and overall project processes.

- Exxaro uses co-operatives as an approach to the development of income generating projects. It would be worthwhile to compare the use of co-operatives as a vehicle for income generating projects to other vehicles that have been utilised.

- Community sustainability was not measured from the point of view of ordinary community members. A study to determine first-hand how the community's sustainability has been affected by the projects is a potential research topic. The research can be utilised to develop measures to improve overall community sustainability.

- Community development endeavours carried out by mining companies can contribute positively to communities. An investigation of whether the legislation and policies under which community development is mandated emphasise project sustainability is a possible research topic.

4.4 CONCLUDING REMARKS

This study investigated the relationship between the sustainability of CSR projects and the participation of beneficiaries through community participation; particularly, the influence of participation on community project sustainability. The study established that different levels of participation are utilised by Grootegeluk throughout the project life cycle, namely, no participation

at project selection phase, minimal and mostly passive participation at project planning stage and full and active participation at the implementation stage of projects. It was further found that when examined in terms of the three dimensions of sustainability, the participation of beneficiaries at implementation stage had an impact on the sustainability of projects as it built self-reliance and empowerment. These qualities were used by beneficiaries to further the project and further themselves personally. Further, it allowed them to gain invaluable hard and soft skills. The participation of the beneficiaries also enhanced their buy-in, ownership and commitment to making the projects work.

South African mining companies are legislatively required to, and are expected by society, to contribute to community development in the areas in which they operate. Whereas in the past stakeholders examined the amounts spent by mining companies as proof of their contribution to community development, the focus is now on the impact that community development projects have on their intended beneficiaries. It is thus paramount that mining companies have the desired impact. By including beneficiary participation in the community development project process in line with the human development and community development principles, mining companies can enhance the sustainability of projects and can thus meet the needs of communities more effectively.

In closing, community development is a necessary but challenging process that requires efforts from different sectors of society. It is important that the beneficiaries of community development endeavours are able to play a significant role in their development. Given the socio-economic challenges faced in South Africa, it serves the interests of communities as well as the mining industry beneficiaries to ensure that projects are sustainable and meet their objectives.

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ANNEXURE 1: RESEARCH CONSENT FORM (ENGLISH)

Research on the Relationship between community participation and the Sustainability of CSR Projects in the Mining Industry: The Case of Grootegeluk Coal Mine in Lephalale Local Municipality.

We would like to take the opportunity to thank you for agreeing to participate in the above-mentioned research. Participation is completely voluntary. It may be discontinued at any time for any reason without explanation and without penalty.

For your information:
- There is no known harm associated with participating in this research.
- All individual and company records and notes of participators' responses will be kept strictly confidential; only the researcher will have access to this information.
- The results from this study may be published in the form of a research report and academic/professional journal papers.
- Information about the project will not be made public in any way that identifies any individual.
- The interview will be recorded.

I have read the above information and I understand that I can ask questions or withdraw at any time. I consent to participate in this research study.

_____   _____
Participant's name   Interviewer's signature

_____   _____
Participant's signature   Interviewer's signature

_____   _____
Date   Date

ANNEXURE 2: RESEARCH CONSENT FORM (SETSWANA)

Patlisiso ya Kamano magareng ga Go tsaya karolo ga Morafe le Tsweletsopele ya Doporojeke tsa CSR mo Setheong sa Moepo: Kgetsi ya Moepo wa Malatlha wa Grootegeluk mo Mmasepala wa Selegae wa Lephalale.

Re rata go tsaya tshono eno gogo lebogela go dumela go tsaya karolo mo patlisisong ee kailweng fa godimo. Go tsaya karolo ke ka go ithaopa gotlhelele. Eka emisiwa nako nngwe le nngwe ka lebaka lengwe le lengwe kwa ntle ga tlhaloso kgotsa katlholo.

Tshedimosetso go wena:

- Ga gona kotsi ee itsiweng ee amaganang le go tsaya karolo mo patlisisong
- Makwalo otlhe a batho le a setheo le makwalo a dikarabo tsa batsaya karolo e tla nna sephiri.
- Dipholo gotswa mothutong eno ditla phasaladiwa ka mokgwa wa pegelo ya patlisiso le makwalo dikgang a barutegi/babereki.
- Tshedimosetso kaga porojeke eka se nne teng kwa bathong ka mokgwa oo tlhadisang motho ope.

Ke badile tshedimosetso ee fa gadimo mme ke tlhaloganya gore nka botsa dipotso kgotsa go ikgogela morago nako nngwe le nngwe. Ke dumela go tsaya karolo mo thutong eno ya patlisiso.

_____   _____
Leina la motseyakarolo   Tshaeno ya motseyakarolo

_____   _____
Leina la mobatlisisi   Tshaeno ya mobatlisisi

_____   _____
Kgwedi   Kgwedi

ANNEXURE 3: INTERVIEW SCHEDULE FOR BENEFICIARIES (ENGLISH)

Voluntary interview schedule for beneficiaries of community development projects implemented by Groogeteluk Coal Mine.

Project Name: _____

Respondent Name: _____

Contact number: _____

Respondent number: _____

The series of questions in this interview guide are designed to obtain responses on the relationship between beneficiary participation and the sustainability of CSR projects at Grootegeluk Mine in Lephalale Local Municipality.

Please answer the questions that follow verbally.

Please answer all questions without restrictions but objectively.

The information is for academic purposes only (see consent form).

Ethical clearance has been granted by the ethics committee of the faculty of arts at North West University (Potchefstroom Campus) for the execution of this study (Ethical Number: NWU-00259-15-A7).

Thank you for your participation.

Mashadi Monaledi

(Masters in Management and Development candidate)

This section consists of questions that seek to collect information about community participation in the community development project.

1. How did the project come about?
   - How was the project identified
   - By whom was it identified?
   - Who were the stakeholders involved?
2. How did you get to where you are today?
   - What was the process?
   - Was there participation?
   - How did participation take place?
   - At what stage of the project were you informed and invited to participate?
     o Selection
     o Feasibility
     o Planning
     o Implementation
     o Operation
3. How were key decisions made?
   - Budget
   - Location
   - Beneficiaries
   - Hiring staff
4. What is your role in the project?
   - On a day to day basis, what do you do?
   - What decisions are left to you?
5. What new skills have you acquired since the mine became involved in the project?
6. How did you acquire the skills?
   - Formal training?
   - As part of the project process (informal)?
7. How have the skills helped you?
8. How has the project benefited you?
   - Work
   - Economically
   - Emotionally
   - Overall wellbeing
9. How do you think the project has benefited the community?
10. What do most people in the community say about the project?
    - Do they like it?
    - What do they like about it?
11. What is the current involvement of the mine at the project?
    - Do you receive support are you currently receiving from the mine or mine's 3rd parties?
      o Financial
      o Training
      o Marketing
      o Mentoring
12. How do you think that the support is adding value to the project?
13. Are you satisfied with the progress of the project?
    - Are you happy with the progress of the project?
    - In the future what do you hope it will be like? When you think 3 years ahead?
14. What do you think could be done to grow the project further?

ANNEXURE 4: INTERVIEW SCHEDULE FOR BENEFICIARIES (SETSWANA)

Puisano ya go ithaopa ya diporojeke tsa go thusa le go tlhatlhoso ya sechaba, ee dirwang ke baga Moepo wa Malatlha Grootegeluk.

Leina la porojeke: _____

Leina la moarabi: _____

Dinomoro tsa mogala: _____

Nomoro ya moarabi: _____

Dipotso tse di latelang moisanong, di diretswe go batla dikarabo mabaping kamano ya go tseya karolo ya baba thusiwang fa projekeng tsa go thusa sechaba le katlego ya di projeke tsa go thusa sechaba.

Re kopa o arabe dipotso tse di latelang ka molomo.

Re kopa o arabe dipotso tsotlhe kantle le go tshaba, ka bonnete.

Dikarabo le dkitso tsotlhe tse dineilweng di tla dirisiwa mabapi thuto fela (bona lekwalo la tetlelelo).

Tetlelelo ya go dira bosiame e setse e neilwe ke komiti ya go dira bosiame ya sekolo sa dithuto tsa thutluetso megopolo ya mong di sa rotloetse maranyane le dipalo ya Yunibesiti ya Bokone-Bophirima (Moteng ga Yunibesity ya Potchefstroom).

Re lebogela tirisano mmogo ya lona.

Mashadi Monaledi

(Masters of Management and Development candidate)

Karolo e ena le dipotso tse di tla kgobokanyang kitso mabapile go tseya karolo ya baba thusiwang fa porojekeng tsa go thusa sechaba.

1. Go tlile jang gore porojeke e simolole?
   - E tlhophilwe jang?
   - Ke mang o a e naganeng?
   - Ke bo mang ba ne ba tseya karolo mo tshimologong?
2. Le fitlhile jang fa le leng teng gompieno?
   - Mokgwa wa go dira porojeke one ole jang?
   - Go ne go na le botseya karolo?
   - Botseya karolo bo tsamaile yang?
   - Botsaya karolo bo simolotse leng mo porojekeng?
     - Ka tlhopho
     - Ka nako ya leano
     - Ka tshimololo
     - Ka tiro
3. Ditlhopho tsedi botlhokwa di dirilwe jang?
   - Thulaganyo ya tiriso ya madi
   - Lefelo
   - Ba bathusiwang
   - Go tlhopha badiri
4. Karolo ya gago mo porojekeng ke eng?
   - Malatsi otlhe o dirang mo porojekeng?
   - O dira ditlhopho dife?
5. Ke bokgoni bofe bo obo boneng sale moepo o simolotse go tseya karolo mo porojekeng?
6. O bone jang bokgoni joo?
   - Katiso
   - Fa o dira porojekeng?
7. Bokgoni bo go thusitse jang?
8. Porojeke e go thusitse jang?
   - Tiro
   - Ka madi
   - Ka maikutlo
   - Boitekanelo ka kakaretso
9. O akanya gore porojeke e thusisitse sechaba jang?
10. Batho ba ba ntsi mo sechabeng ba reng ja porojeke?
    - Ba e rata?
    - Ba rata eng ka yona?
11. Gone jaanong, kamano ya maine eke eng, le bona tshegetso e ja?
    - Madi
    - Dithuto
    - Etc.
12. O akanya gore kamano ya maine e thusa projeke?
13. O akanya gore go ka diriwa eng go tokafatsa porojeke?

ANNEXURE 5: INTERVIEW SCHEDULE FOR CORPORATE CITIZENSHIP OFFICIALS

Voluntary interview schedule for mine employees involved in the implementation of community development projects of Grootegeluk Coal Mine.

Project Name: _____

Respondent Name: _____

Contact number: _____

Respondent number: _____

The series of questions in this interview guide are designed to obtain responses on the relationship between beneficiary participation and the sustainability of CSR projects at Grootegeluk Mine in Lephalale Local Municipality.

Please answer the questions that follow verbally.

Please answer all questions without restrictions but objectively.

The information is for academic purposes only (see consent form).

Ethical clearance has been granted by the ethics committee of the faculty of arts at the North West University (Potchefstroom Campus) for the execution of this study (Ethical Number: NWU-00259-15-A7).

Thank you for your participation.

Mashadi Monaledi

(Masters in Management and Development candidate)

This section consists of questions that seek to collect information on the mine's project selection and implementation processes and where participation fits in the process.

1. Tell me about your project selection process at Grootegeluk Coal Mine.
2. Do you think beneficiary participation is important in community projects? Why?
3. At what stage of the project is beneficiary participation important?
4. How do you go about ensuring that participation of beneficiaries takes place?
5. How do you determine if a project would be sustainable before inception?

This section consists of questions that seek to collect information on the details of the project process, particularly on the participation of beneficiaries.

1. How did the idea for the project come about?
   - How was the project identified?
   - Who identified the project?
   - What was the initial reaction to the idea?
2. How did you get to where you are today?
   - What was the process?
   - What were the activities that you undertook as part of the process?
3. Please take me through the process of beneficiary participation.
   - At what point did you start getting beneficiaries to participate?
     o Selection
     o Feasibility
     o Planning
     o Implementation
     o Operation
   - How did it take place?
   - How did you find the process of getting beneficiaries to participate? Easy or challenging? How so?
4. What role did you envisage beneficiaries having throughout the project cycle?
   - Has it changed in any way?
5. Throughout the project, what has been the decision making structure for the major decisions?
   - Budget
   - Technical aspects
   - Location
   - Selection of beneficiaries
   - Implementation and operation
6. What training was provided as part of the project?
   - Formal or Informal?
   - Who provided the training?
   - Why did you feel that that training was important?
7. What is the current role of the mine in the project?
   - Do you provide support?
   - What kind of support?
   - Do you monitor progress and how?
8. How do the beneficiaries themselves participate in the project?
   - What are their roles and responsibilities?

- Have the roles changed over time?
- How and why have the roles changed?

9. Are you satisfied with the progress of the project?
   - Is the project doing as well as it was expected to?
   - What improvements do you think could be made?

10. How do you think the project has benefited beneficiaries

11. How do you think the project has benefited the community?

ANNEXURE 6: INTERVIEW SCHEDULE FOR EMPLOYEES OF PROJECTS (ENGLISH)

Voluntary interview schedule for employees of community development projects implemented by Groogeteluk Coal Mine.

Project Name: _____

Respondent Name: _____

Contact number: _____

Respondent number: _____

The series of questions in this interview guide are designed to obtain responses on the relationship between beneficiary participation and the sustainability of CSR projects at Grootegeluk Mine in Lephalale Local Municipality.

Please answer the questions that follow verbally.

Please answer all questions without restrictions but objectively.

The information is for academic purposes only (see consent form).

Ethical clearance has been granted by the ethics committee of the faculty of arts at North West University (Potchefstroom Campus) for the execution of this study (Ethical Number: NWU-00259-15-A7).

Thank you for your participation.

Mashadi Monaledi

(Masters in Management and Development candidate)

This section consists of questions that seek to collect information about community participation in the community development project.

1. What is your role in the project?
   - On a day to day basis, what do you do?
   - What decisions are left to you?
2. What new skills have you acquired since the mine became involved in the project?
3. How did you acquire the skills?
   - Formal training?
   - As part of the project process (informal)?
4. How have the skills helped you?
5. How has the project benefited you?
   - Work
   - Economically
   - Emotionally
   - Overall wellbeing
6. How do you think the project has benefited the community?
7. What do most people in the community say about the project?
   - Do they like it?
   - What do they like about it?
8. What is the current involvement of the mine at the project?
   - Do you receive support are you currently receiving from the mine or mine's 3rd parties?
     - Financial
     - Training
     - Marketing
     - Mentoring
9. What do you think could be done to grow the project further?

ANNEXURE 7: INTERVIEW SCHEDULE FOR EMPLOYEES OF PROJECTS (SETSWANA)

Dipuisano tsa boithaopi tsedi rulaganyeditsweng badiri ba diporojeke tsa tlhabololo ya morafe ee tlhomilweng ke Moepo wa Malatlha Grootegeluk.

Leina la porojeke: _____

Leina la moarabi: _____

Dinomoro tsa mogala: _____

Nomoro ya moarabi: _____

Puisano ya go badiri ba diporojeke tsa go thusa le go tlhatlhoso ya sechaba, ee dirwang ke baga Moepo wa Malatlha Grootegeluk.

Dipotso tse di latelang moisanong, di diretswe go batla dikarabo mabaping kamano ya go tseya karolo ya baba thusiwang fa projekeng tsa go thusa sechaba le katlego ya di projeke tsa go thusa sechaba.

Re kopa o arabe dipotso tse di latelang ka molomo.

Re kopa o arabe dipotso tsotlhe kantle le go tshaba, ka bonnete.

Dikarabo le dkitso tsotlhe tse dineilweng di tla dirisiwa mabapi thuto fela (bona lekwalo la tetlelelo)

Tetlelelo ya go dira bosiame e setse e neilwe ke komiti ya go dira bosiame ya sekolo sa dithuto tsa thutluetso megopolo ya mong di sa rotloetse maranyane le dipalo ya Yunibesiti ya Bokone-Bophirima (Moteng ga Yunibesity ya Potchefstroom)

Re lebogela tirisano mmogo ya lona

Mashadi Monaledi

(Masters of Management and Development candidate)

Karolo e ena le dipotso tse di tla kgobokanyang kitso mabapile go tseya karolo ya baba thusiwang fa porojekeng tsa go thusa sechaba.

1. Karolo ya gago mo porojekeng ke eng?
    - Malatsi otlhe o dirang mo porojekeng?
    - O dira ditlhopho dife
2. Ke bokgoni bofe bo obo boneng sale moepo o simolotse go tseya karolo mo porojekeng?
3. O bone jang bokgoni joo?
    - Katiso
    - Fa o dira porojekeng?
4. Bokgoni bo go thusitse jang?
5. Porojeke e go thusitse jang?
    - Tiro
    - Ka madi
    - Ka maikutlo
    - Boitekanelo ka kakaretso
6. O akanya gore porojeke e thusisitse sechaba jang?
7. Batho ba ba ntsi mo sechabeng ba reng ja porojeke?
    - Ba e rata?
    - Ba rata eng ka yona?
8. Gone jaanong, kamano ya maine eke eng, le bona tshegetso e ja?
    - Madi
    - Dithuto
    - Tse dingwe
9. O akanya gore go ka diriwa eng go tokafatsa porojeke?