

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**AN EVALUATION OF THE EFFECTS OF CORPORATE SOCIAL
RESPONSIBILITY ON CORPORATE IMAGE AND BENEFICIARY
COMMUNITIES: CASE STUDY ANGLOGOLD ASHANTI, OBUASI
MINE**

ENNIN STEPHEN

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CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

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MINE**

BY

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**Thesis submitted to the Department of Planning and Development of the
Faculty of Social Sciences, Christian Service University College, Kumasi
in partial fulfilment of the requirements for the award of Master of
Science degree in Monitoring and Evaluation**

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.....Date:.....

Name: ENNIN STEPHEN

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the Christian Service University College, Kumasi.

Principal Supervisor's Signature:..... Date :.....

Name: DR. STEPHEN APPIAH TAKYI

ABSTRACT

The concept of Corporate Social Responsibility (CSR) was initiated by Sheldon in 1924. Corporate Social Responsibility has tremendous social and economic relevance to the beneficiary community by way of providing development for the community and also has positive image building and credibility enhancement to the company in question, however, its establishment has been a worldwide subject of immense controversy and interest for businesses, society, government and academia alike. The purpose of this thesis is to examine the effects of CSR on the beneficiary communities and what factors AngloGold Ashanti must consider when designing and implementing CSR projects/programmes. This thesis focuses on the AngloGold Ashanti, Obuasi mine and how they can improve their CSR work within their organisation. The research employed the mixed method approach. This implies that the research study relied on both quantitative and qualitative sources of data. The qualitative data was collected through the survey of household heads in beneficiary communities, with the primary data collected through interviews. In all, the study finds CSR as a major strategy that can be used to ensure the development of communities if well done. CSR should be more participatory, allocate maximum resources and should be well monitored and evaluated. Above all, governments should intervene and make legislations on CSR such that corporate entities should be mandated to undertake development projects in their areas of operation.

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DEDICATION

I dedicate this work to my wife Mrs. Philomena Abena Ennin and my two kids

Nana Adwoa Mmra Ennin and Chief Kwaframo Ennin.

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LIST OF ABBREVIATIONS

AGA	AngloGold Ashanti
AGI	Association of Ghana Industries
CBOs	Community Based Organizations
CSR	Corporate Social Responsibility
GEA	Ghana Employers Association
GHBC	Ghana Business Code
GNCCI	Ghana National Chamber of Commerce and Industry
ISO	International Standards Organisation
OMA	Obuasi Municipal Assembly
UN	United Nations
VRA	Volta River Authority

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of Corporate Social Responsibility (CSR) was initiated by Sheldon in 1924. Ever since it was established, it has been a worldwide subject of immense controversy and interest for businesses, society, government and academia alike (Tian, Wang, & Yang, 2011). Corporate Social Responsibility is important since it contributes to the beneficiary communities socially and economically by way of providing development for the community and also has positive image building and credibility enhancement to the company in question. In the case of AngloGold Ashanti operations, it is an undisputable fact that most communities suffer from negative externalities resulting from the operations of the mine. AngloGold Ashanti embarks on CSR projects/programs to enhance their international reputation and branding. They provide development projects/programmes to complement the efforts of the government and also serve as compensation for some of the negative externalities that the people have suffered (Boocock, 2002).

Some of the negative externalities include water and air pollution, erosion, loss of biodiversity, and chemical contamination of soil, land degradation, excessive noise, groundwater and surface water pollution by chemicals from mining operations (Boocock, 2002). There are other indirect negative effects resulting from the mining activities such as prostitution, teenage pregnancy, early dropout from schools, and other social issues. The health conditions of the inhabitants of mining communities are seriously

affected due to chemical pollution and contamination in the air, soils and water bodies. Sinkholes that are not covered breed mosquitoes causing wide spread of malaria. Malaria also affects the health of the workforce within and around the mining operations. AngloGold Ashanti before 2012 had not set up a Community Trust Fund but was engaging in Corporate Social Responsibility projects and programmes for the communities in Obuasi. They built the Len Clay Sports Stadium at a cost US\$1 million in 1991 for the communities of Obuasi to promote sporting activities within the Obuasi Municipality. They also engaged in in-house residual spraying exercise to curb the spread of malaria that is the cause of high rate of death among children. AGA has put up numerous school blocks, road networks and hospitals that have contributed to the social economic welfare of the people of Obuasi. In an attempt to sustain their CSR programmes/projects, the AngloGold Ashanti Community Trust Fund was established in 2012. This study seeks to evaluate the prospects and challenges of CSR policies of AngloGold Ashanti, Obuasi mine. The research will evaluate the effects of Corporate Social Responsibility on corporate image and beneficiary communities and the extent to which CSR projects/programmes can be sustained.

1.2 Statement of the Problem

CSR gives companies competitive advantage particularly when vying for contracts. Oil producing companies that are socially responsible are mostly favoured by governments when awarding oil and gas concessions. (Quyen Ha, 2016).

AngloGold Ashanti through the Community Trust Fund has embarked CSR projects/programmes to promote AGA – community partnership

orientation where the communities will feel they are part of ownership of the mine and enjoy portions of AGA profit.

In Ghana, the concept of CSR is not statutory and companies with international reputation make the effort to practice CSR in order to enrich their brand and also support the development of the nation. In the case of the mining companies like AngloGold Ashanti, the open pit and underground mining methods have been employed in Gold mining at Obuasi since 1897 with it contributing millions of gold ounces, which in turn have very detrimental effects on the environment and the local economy. For instance, the high degradation of the land quality has made it impossible for local farmers to grow oranges which were the main agricultural produce of Obuasi previously (Kokutse, 2008). This negatively affected the livelihoods of the residents and they had to resort to unlawful mining activities commonly known as “Galamsey” in order to survive. In an effort to guide the mining concession of AngloGold Ashanti from illegal miners, they have recruited security personnel. The illegal miners mostly engage in confrontations with the security personnel and this has resulted in several injuries and rare cases fatalities from either party.

The extreme use of chemicals in the operation of both small-scale miners and the AngloGold Ashanti has resulted in the pollution of underground water source in the Obuasi Municipality (OMA, 2012). This has required AGA to establish the Community Trust Fund to undertake various sustained CSR projects/programmes to compensate the people of Obuasi for the negative externalities effects of the negative externalities resulting from the mining activities.

1.3 Research Questions

This study seeks to address the following questions;

1. What are the effects of Corporate Social Responsibility on the corporate image of AngloGold Ashanti and beneficiary communities?
2. What is the level of beneficiary community's involvement in CSR project/programmes?
3. What are the challenges associated with the delivery of CSR programs/projects in the Obuasi Municipality?

1.4 Research Objectives

The overall goal of this study is to evaluate the effects of Corporate Social Responsibility on corporate image and beneficiary communities.

Specifically, the research seeks;

1. To evaluate the effects of Corporate Social Responsibility on the corporate image of AngloGold Ashanti and beneficiary communities.
2. To assess the extent to which beneficiary communities are involved in the planning and implementation of CSR project/programmes.
3. To examine the challenges associated with the delivery of CSR programmes/projects.

1.5 Significance of the study

CSR can help companies to manage risks and improve upon their reputation and public image by strengthening of ties between companies and community in which they operate (Asemah, 2013). CSR can improve upon a company's financial performance due to the public's increasing propensity to make socially conscious investment decisions. (Sethi, 2005)

CSR is an emerging corporate strategy and continue to receive massive global attention because of its enormous benefits (Moir, 2001). The Municipal Assemblies in Ghana are mandated to implement and embark on development projects but they are confronted with limited resources depriving numerous communities from benefiting from these development projects/programmes. The interventions by corporate entities such as AngloGold Ashanti has established the AngloGold Ashanti Community Trust Fund to fully take care and sustain the CSR programmes/projects that would complement the efforts of the local government to develop the local communities. This will enable AngloGold Ashanti to concentrate on their core mining business.

This study will help evaluate the effects of Corporate Social Responsibility on the corporate image of AngloGold Ashanti and beneficiary communities. This will help the society within which AGA operates and also facilitates corporate sustainability management.

The findings of the research will inform the policy decision making process with regards to the planning, implementation and management of CSRs programmes and projects. This research will be of great importance to the various stakeholders such as the parent mining company - AngloGold Ashanti, the communities, the local Assembly, Ghana Education Service and Ghana Health Service. The study will also be useful to various corporate bodies and research groups by providing the basis for planning and implementing CSR programs/projects.

1.6 Scope of study

The geographical scope of study is Obuasi which has one of the largest gold deposits in Sub-Saharan Africa. The opportunities presented by the

mining sector in Obuasi have contributed to the cosmopolitan nature of the community.

The study will be conducted in the following communities; Nyamebekyere, Jimiso Kakraba, Ahansonyewodea, Ayease, Tiatiaso, Boete Market square, Kokoteasua, North Nyamebekyere, Kunka, Abompekrom, Aketechieso, and Akrofuom.

AGA Community Trust Fund has a selection process that enables a community to access a project/programme. AGA Community Trust Fund field team engages with various communities within and around the operational area of AngloGold Ashanti – Obuasi mine to know their needs. The communities also bring proposals to request projects and the ones that fall within the scope of the Trust fund are taken to the management meeting of the Trust Fund for further analysis and deliberations. The selection is based on how ready a community would be in terms of availability of resources such as land and labour and also the population size of a particular community. The 3-member management of the Trust Fund in consultation with the 7-member board of directors and a 32-member steering committee prioritize all the communities' requests and subjects them to critical assessment before a project for a community would be approved.

Contextually, the study will focus on the effect of Corporate Social Responsibility with more emphasis on AgloGold Ashanti, Obuasi mine via the Community Trust Fund and how it has impacted on the lives of beneficiary communities. Several communities within the Obuasi Municipality have benefited from the projects/programs initiated by AngloGold Ashanti Community Trust Fund. The areas of operation of AngloGold Ashanti are

Obuasi in the Obuasi Municipality (Ashanti Region), Aduaprem in the Western Region and Ayanfuri in the Central Region respectively but much more emphasis would be based on communities within and around Obuasi. It is also significant to note that AngloGold Ashanti Community Trust Fund collaborates with Institutions like Obuasi Municipal Assembly (OMA), Obuasi Municipal Health Service, Ghana Water Company and Ghana Education Service before programmes/projects/policies are implemented.

1.7 Organization of the Study

This study organized five chapters. The chapter one of this research delves into the background and what this study aims to achieve.

The next chapter which is chapter two will present existing theories or concepts such as the effects of CSR.

Chapter three would outline the research methodology or approach. It would bring to light the factors which affected the researcher's choice of data collection techniques research design and method, validity and reliability of the study and some few challenges that were encountered during collection of data.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores existing literature on Corporate Social Responsibility. Attention will be given to defining the concept of corporate image and Corporate Social Responsibility. Some of the other topics to be discussed in this chapter include effects of corporate social responsibility on corporate image, overview of AngloGold Ashanti's CSR interventions, as well as the challenges encountered in implementing CSR by the company.

2.2 The Concept of Corporate Social Responsibility

Corporate Social Responsibility (CSR) has become the watchword in contemporary business discourse and company strategies. This is attested to by the increasing recognition and interest in corporate, social and environmental sustainability concerns. Many leading companies have adopted broad-based stakeholder engagement strategies in their business operations. According to Kotler and Lee (2004), about 90% of American Fortune 500 companies have explicit CSR initiatives by 2004.

CSR is said to be good for both society and business. CSR helps to create an attractive corporate image, provide competitive advantage and result in business success (Virvilaite & Daubaraite, 2011). Researchers such as including Ailawadi et al. (2011), Green and Peloza (2011), Swaen (2010), Banyte, Brazioniene and Gadeikiene (2010), Youssef (2010), Lizarraga (2010) recognized that CSR contributes to organizational image. Regardless of the mutual recognition of the role of CSR to corporate image, finding an agreed

definition for the concept has been difficult to achieve for both researchers and marketing professionals. Thus, Swaen (2010), Banyte, Brazioniene and Gadeikiene (2010) conceded that CSR is subjective and subject to further discussions in the absence of a widely accepted definition.

According to Virvilaite and Daubaraitė (2011), early definitions of CSR emphasized corporate activities without recourse to legal or economic requirements. However, Swaen (2010) observed that recent company CSR initiatives are more socially responsible than before, but difficult to find a proper definition for them. This difficulty is attributed to changing consumer attitudes towards environmental protection, ecology and social responsibility which force companies to look for new ways of doing business where they can integrate the principles of CSR (Banyte, Brazioniene and Gadeikiene, 2010).

The World Business Council for Sustainable Development (year) defined CSR as a company's continuing commitment to behave ethically and to contribute to the economic development of a society through the improvement of the quality of life of families, local community and the society at large. David and Gallego (2009) also suggested that socially responsible companies adhere to legal requirements in their operations and also invest in human resource development and environmental protection technologies. These investments give the company competitive advantage over their peers who do not initiate similar initiatives.

In other literature, CSR has been referred to as a socially responsible company's self-regulation (Wood, 1991) that encompass the activities and decisions that is influenced by non-economic and non-legal motives (Carroll,

1991). Lizarraga (2010) and Spitzeck (2009) also added that, socially responsible companies are concerned about the wellbeing of the society and take the necessary strategies to address them. In this vein, CSR is seen to lead to improvement of the wellbeing of the society, comply with ethical and legal regimes, protect the environment and foster relationships with stakeholders (Virvilaite & Daubaraite, 2011).

According to Dagiliene (2010), CSR is manifested through a company's resolve to use modern human resource management tools, reduce pollution and waste in the environment in which they operate. In order to achieve the full potential of CSR, Balmer and Greyser (2006) suggested that ethical and social commitments, connections with partners in the value network and consistency of company behaviour should be implemented together. Companies who fail to adhere to their social, legal and ethical commitments risk damaging their corporate image because consumers seek mutually useful relations with socially responsible companies (Balmer & Greyser, 2006). Socially responsible companies are committed to meet their declared values and choice patterns. Failure in behaviour consistency leads to consumer dissatisfaction and criticism of the company.

While Carroll (1991) defined CSR in terms of four hierarchical responsibility levels (economic, legal, ethical and philanthropic), Lantos (2002) defined CSR in terms of ethical, altruistic and strategic responsibility levels. CSR therefore, depends on the company's management and belief in the relevance of CSR since there is no defined approach to handle CSR issues (Sibao & Guaer, 2009). Thus, different CSR responsibilities can be

implemented and achieved at the same time (Ward & Lewandowska, 2006). In sum, the different definitions offered in the literature suggest the various aspects of CSR.

2.3 The Concept of Corporate Image

Corporate image is the overall assessment of a company in eyes and minds of a company's customers and relevant stakeholders (Esmaeilpour & Barjoei, 2016). It is created as a business interacts with people. Through this interaction, consumers create mental images about their ideas, feelings and experiences with the company (Tang, 2007). Corporate image thus, reflect peoples' perception about the performance of a company (Aydun & Ozer, 2005).

Corporate image involves creating a positive business personality using marketing communications and feedback from the relevant stakeholders (Virvilaite & Daubaraite, 2011). Worcester (2009) emphasized that corporate image consists of product image, brand image and brand consumer image while Lizarraga (2010) noted that creating a positive corporate image leads to brand recognition, improve consumer and employer relationship as well as enhance corporate reputation.

In other existing literature, corporate image has been described as an indicator that attracts existing or potential customers to be willing to do business with the company (Kalejaiye & Adewusi, 2017). According to Nguyen and Leblanc (2001), corporate image is borne out of customers' perception of a corporation and is influenced such factors as the name of the corporation, traditions, operational visions and diversity of products.

From the forgoing discussions on the meaning of corporate image, the goal of corporate image is to create a positive impression and attitude about a corporation in the eyes of the current as well as potential customers. Corporate image is therefore, the aggregate perception of the stakeholders (including customers, vendors, employees and the public) of a company's actions and future prospects that describe the firms overall appeal to its key stakeholders when compared with other close competitors.

Thus, corporate image can either be positive or negative, comparative as well as stable and enduring (Walker, 2010). Corporate image is an important business asset (Benoit & Pang, 2008). When corporate image is congruent, it yields competitive advantage, result to loyal customers, a more productive workforce and more profitability. (Kalejaiye & Adewusi, 2017; Lizarraga, 2010).

2.4 Effects of Corporate Social Responsibility on Corporate Image and Beneficiary Communities

Business and society are interdependent and CSR is said to be good for society and good for business because the wellbeing of one depends on the wellbeing on the other (Mattila, 2009). Growing numbers of companies worldwide acknowledged the importance of CSR. The heightened interest in the proper role of businesses in society has been promoted by increased sensitivity to environmental and ethical issues. Although, companies differ in their approach to CSR, Abreu and Carreira (2007) stated that CSR activities may benefit customers, employees, suppliers and the society at large.

According to Commission of the European Communities (2001), CSR activities in Europe is influenced by factors such as expectations from citizens, consumers, public authorities and investors in the context of globalization and large-scale industrial change, investment decisions considering social interest. The increased concern about the damage caused by economic activity to the environment and transparency of business activities have brought about by the media and modern information and communication technologies. These demands push companies to behave in a socially responsible manner and play active role in the society rather than only producing goods and making profits. For Robins (2005), CSR should seek to make the world a better place for everyone to live in.

Good corporate citizenship makes good image. Maruf (2013), Lizarraga (2010) and Dagiliene (2010) all observed that socially responsible companies enjoy positive company reputation than those that do not. Companies who strive to contribute to the growth and wellbeing of their host communities and demonstrate commitment to environmental protection enjoy the goodwill of the people, leading to improved organizational image (Maruf, 2013; Lizarraga, 2010).

Other empirical studies have demonstrated a link between CSR, customer loyalty and corporate image. Socially responsible companies create a feeling of contentment among consumers that they have made the right decision in patronizing the products of the company (Navickas & Kontautiene, 2011) and also leads to increased stakeholders' trust in the company (Flavian, Guinaliu & Torres, 2005), improve brand reliability as well as create

emotional bond between the company and consumers (Maruf, 2013). This assertion has been corroborated by Pomeroy and Johnson (2009); Olajide (2014) as well as Esmailpour and Barjoei (2016). Thus, consumers and stakeholders tend to exhibit positive image about companies that give attention to CSR resulting to customer satisfaction and loyalty towards the company's products while companies that slack in CSR endeavours risk the attitude of consumers towards them and their products.

Many multinational organizations recognize the need to behave in a socially responsible manner as defined by the local community (Arthaud-Day, 2005) to gain legitimacy (Campbell, Eden, & Miller, 2012) and adapt to cultures and regulations of their host communities. Makasi et al., (2014) also argued that building healthcare facilities and education helped to improve corporate image. Kalejaiye and Adewusi (2017) studied the effect of CSR on organizational image of selected Asian-owned firms in Lagos State, Nigeria and stated that the provision of scholarships, employment opportunities, infrastructural facilities and discounted prices enhanced organizational image and encouraged the firms to continue to give back to their host communities as it contributes to improved organizational reputation and business performance.

In Ghana, Amponsah-Tawiah and Dartey-Baah (2016), observed that problems such as low per capita income, weak currency, low productivity and savings make it almost difficult for local businesses to undertake CSR activities. CSR in Ghana is therefore dominated by large-scale multinational manufacturing, telecommunication and mining companies such as MTN, VALCO, Goldfields and AngloGold. Although CSR in the mining industry in

Ghana varies among the companies, the mining companies adopt the same approach in their CSR agenda. Some of the companies allocate one dollar per every ounce of gold produced as well as 0.5% of their annual gross profit to support various community development initiatives such as social investment support schemes, construction and alternative livelihood programmes. Mining companies use these programmes to re-skill community members in alternative livelihoods such as grass cutter farming, snail farming, and small cottage businesses such as cane and basket weaving, soap and pomade making among others. These methods are adopted with the belief that it will help reduce communities' dependence on the mine for economic sustenance and will become self-sustaining even after the mine closes.

Goldfields for instance, have been providing support in the form of practical attachment and the provision of equipment and expertise to the staff and students of the University of Mines and Technology in Tarkwa. According to the Ghana Chamber of Mines report (2005), every year, mining companies in the Western Region partner with the Regional Health Directorate to provide free voluntary counselling and HIV testing for the people living within Wassa and Obuasi communities where they operate. Amponsah-Tawiah and Dartey-Baah (2016) observed that CSR activities of mining companies in Ghana are biased towards community development (external) at the expense of internal issues such as the health, safety and quality of life of their employees who work under dangerous conditions to keep the mine in business.

Mensah (2015) explored CSR practices among rural and community banks in Ghana and stated that CSR initiatives are influenced by ethical and

economic motives and revolve around education, health, agriculture, poverty reduction and other community social services. He noted that the banks are faced with limited resources in the face of scramble CSR projects to the communities of the banks' board members. Asumah (2015) also studied the effect of AngloGold Ashanti, Obuasi mine's CSR on community development and demonstrated that CSR activities included the provision of malaria control programmes, employment, environmental protection and good drinking water for the community. The results of multivariate regression analysis showed that CSR has a positive influence on community development (adjusted R square = .464).

Companies undertake CSR to demonstrate their commitment to ensuring transparency, honesty and good environmental practices, which are all characteristics of good corporate citizenship. This they do through established monthly and quarterly newsletters which they use to report on their activities in the communities and other organizational activities.

2.5 Overview of CSR in Ghana

Ghana can boast of a very diverse corporate environment. These include limited liability companies; companies limited by guarantee; non-Ghanaian companies registered in Ghana; as well as state-owned enterprises which are created by statutes. There are also a whole lot of associations such as partnerships and co-operatives that have corporate personality. Then there are unincorporated businesses, such as sole proprietorships, that act more or less like corporations (Anku-Tsedde & Deffor, 2014). All these corporate and "quasi-corporate" forms are subject to varying degrees, to principles of CSR.

Over the years, Ghana has been involved in several global human rights agreements that attest to corporate social responsibility development. According to the Ghana Chamber of Mines (2009), Ghana is one of the countries together with Kyrgyzstan, Azerbaijan and Nigeria, to have subscribed to the UK standards to manage and regulate their extractive sectors. The UK Standard's Transparency Initiative, have focused on making revenue from oil and gold mining known to the public. Ghana is also a signatory to the ISO which has developed a procedure towards a blended approach under the administration of both the Swedish Standard Institute and the Brazilian Association of Technical Standards (Ghana Chamber of Mines, 2012).

Besides the social intervention programmes that have been rolled out by successive governments in Ghana, CSR initiatives in Ghana have been largely implemented by large-scale multi-national companies manufacturing, telecommunication and mining companies such as MTN, VALCO, Goldfields, and AngloGold (Amponsah-Tawiah and Dartey-Baah, 2016). This trend has been occasioned by the multi-faceted problems of the country, including low per capita income, weak currency, capital flight, low productivity and low savings which makes it almost impossible for indigenous companies, most of which are sole proprietorship and often engaged in the retail business to undertake socially responsible actions like their multi-national counterparts (Amponsah-Tawiah and Dartey-Baah, 2016). Marfo, et al., (2015), observed that, formalized corporate social responsibility in Ghana can be tailed back to the CSR endeavours of the multinational gold mine companies whose

concentration at the time was on helping the impacts of their extraction operations on the society.

Even though there have been a number of initiatives to promote CSR in the face of public concerns about the political, economic, social and environmental impact of the activities of corporations in societies in which they operate at the global and regional levels, there is no comprehensive or readily available document on CSR in Ghana (Anku-Tsedde & Deffor, 2014). Policies, legislations, and other forms of laws regulate CSR in Ghana. Many government policies, such as the Ghana Land Policy document bear directly on CSR. Though these policies are not named as pro or anti CSR initiatives, they have the potential to promote or denigrate CSR.

The first document (Ghana Business Code (GHBC) to guide the conduct of businesses and to operate within acceptable standards with regards to the environment and anti-corruption among businesses in Ghana was launched in year 2006. The GHBC was launched in collaboration with the Ghana National Chamber of Commerce and Industry (GNCCI), Ghana Employers Association (GEA), and the Association of Ghana Industries (AGI) to introduce and deepen the practices of CSR among business organizations. The GHBC was modelled along the United Nations (UN) Global Compact, which focuses on the triple bottom line (people, planet, and profit) as performance measures of businesses operating in the country. Interestingly, organizations are not obliged by law to sign up to the GHBC (Asumah, 2015).

However, Asumah (2015) stated that due to the voluntary nature of the GHBC, not many organizations have signed up to it. As of 2011, less than 60

companies registered with the GNCCI and the AGI had signed up to the GHBC due to the fear of scrutiny that goes with the certification process (Amponsah-Tawiah & Dartey-Baah, 2016). The Ghana Extractive Industries Transparency Initiative (GEITI) was also established in September 2002 to serve as an avenue for promoting CSR in the extractive industry. However, the GEITI does not seek to address social and environmental concerns as well as human right abuses by companies.

It is evident from the foregoing discussion that, CSR in Ghana is still young with the large scale, multi-national companies leading the path.

2.6 CSR at AngloGold Ashanti

The exploration, extraction and processing of mineral resources are widely regarded as one of the most environmentally and socially disruptive activities undertaken by business (Peck & Sinding, 2003). Warhurst (2001) observes that many of the environmental disasters and human rights incidents that have contributed to the growing public concerns about the actions of companies over the last 40 years have taken place in the extractive industries.

In Ghana, it is well documented that operations of some mining companies and individuals in the extractive industry have had negative impacts on their catchment environments. Mining in some communities has caused erosion of culture and break down of cultural values. It has deprived others of their traditional livelihoods through the pollution of river bodies and the environment. These and many other issues have placed the mining industry under the spotlight of Community Based Organizations (CBOs), Civil Society

Organizations (CSOs) and other environmental Non-Governmental Organizations (Amponsah-Tawiah and Dartey-Baah, 2016).

Consequently, the CSR in Ghana has become synonymous to the mining industry where there appear to be more environmental and human rights concerns, with a lot more interest groups calling for ethical, social and environmental responsibility from companies operating in the area (Amponsah-Tawiah and Dartey-Baah, 2016). Asumah (2015) also intimated that formalized CSR in Ghana can be traced to the CSR initiatives in the multinational companies in the mining industry.

AngloGold Ashanti has been engaged in various CSR initiatives, in health, education, social services and infrastructure, environment, among others over the years. The company provides employment in various forms to citizens in the surrounding communities as well as those outside the communities. It is on record that AngloGold Ashanti directly employs 7,656 employees and indirectly supports between 40,000 – 60,000 people (Asumah, 2015).

AngloGold Ashanti before the establishment of the Community Trust Fund in 2012 provided social infrastructure and social services through providing schools, good drinking water, electricity, clinics, roads and places of convenience for the communities within and beyond the communities in which they operate. The Obuasi government hospital was built and furnished by the Company. Up to date, several people still patronize the services of the company's hospital as well. Currently, AngloGold Ashanti (AGA) invested \$3 million over a 3-year period (2006-2009) to fight malaria in the Obuasi

Municipality. The programme contributed to a significant reduction in the incidence of malaria within the municipality (Asumah, 2015).

The 80 bed Edwin Cade Hospital is accessible to all employees of the company and their dependents (Plate 2). Members of the communities have access to the hospital as well. It serves as referral point for the several hospitals in the municipality and it also provides ambulance services to the people in the town. The company also provided \$24,000.00 towards the construction of the Bryant Mission Hospital's Eye Clinic at Boete in Obuasi (Asumah, 2015).

In the field of education, Asumah (2015) recounted that, from 1994 until now, the company has spent over ₵2.4billion to construct eight schools in eight rural communities in the Adansi, Amansie and WassaAmenfi Districts. These include Sanso, Jimiso, Odumase, Anyinam, Brahabebome, Binsere, Dadieso and Adubirem. Occasionally, the company provides material assistances, in the form of building materials, to construct new schools and renovate old school blocks. In 2003, the company provided roofing sheets and cement products worth ₵5.5million to support renovation of the Kubi Primary School.

Moreover, AGA financed the construction of a 40 room and 2 flat Student Hostel (Gold Hostel) as a residential facility for the School of Medical Sciences of the Kwame Nkrumah University of Science and Technology in Kumasi. In 2005, the company donated ₵5million to the Bosomtwe-Kwanwoma District Directorate of Education in support of the launching of "Read-A-Book-Week" Literacy programme.

AGA also runs an Engineering Apprenticeship Programme to train and impart employable skills to over 100 local artisans each year. Participants of the programme mostly from the locality benefitted from the scheme (Asumah, 2015).

The company has also contributed significantly in the area of urban and rural development. AGA committed ₦250million into the Obuasi streetlights projects. To date, the company has procured over 2,000 treated poles and harvested over 10,000 raw poles from its teak plantations to assist some 36 rural communities in the Obuasi, Bekwai, New Edubiase and Manso-Nkwanta Districts in their rural electrification projects at the cost of over ₦800million. From 1992 to 2006, AGA donated five steps down transformers to six communities in the Obuasi and Bekwai districts to assist in their rural electrification projects at ₦200million. Two communities namely, Sanso and Anyinam benefit from free electricity power supply from the company's VRA mains at an average annual cost of about US\$ 77,000 (₦734million) (Asumah, 2015).

As at 2006, the company had provided 102 water systems to 92 communities in four districts at the cost of over US \$900,000. 70% of the number was provided as goodwill gestures; while the remaining 30% are restitutions for traditional sources of water impacted upon by the operations of the Company. AGA also provides clean water directly to four communities namely, Ahansoyewdea, Anyinam, Anweam and Kirikiri. The electrical power to the only potable water treatment plant for Obuasi municipality which is

located at Odaso, about 35 kilometres from Obuasi is being supplied and maintained by AngloGold Ashanti, Obuasi mine (Asumah, 2015).

The company also provides its mining concessions to small scale miners from the surrounding communities to mine and provide training in safety standards and environmentally friendly methods of mining. AGA also awards 90% of the company's sub-contractors and suppliers to members from the communities.

AGA also provides accommodation facilities to government officials including the Municipal Chief Executive, Coordinating Director, and high Court Judges, at no cost. AGA is the only private company to own a modern stadium, which is also used for local, national and international events. The stadium is also the home ground for by the company's premier division club (AshantiGold FC) with the chunk of its supporters coming from Obuasi and its environs. The football team and its activities serve as one of the main sources of entertainment and employment opportunities for the Obuasi municipality and its environs.

It is evident that, AGA's CSR initiatives are multi-dimensional. It includes initiatives in development, recreation, health, education, employment and environmental protection. In light of the CSR initiatives by AGA, the study seeks to uncover the effects of AGA's CSR initiatives on the corporate image of AGA and beneficiary communities.

2.7 Challenges of Corporate Social Responsibility

Several studies have examined the potential challenges to successful CSR implementation (2007; Berad, 20011; Laudal, 2011 and Lenssen, Blagov,

Bevan, Arevalo, & Aravind 2011). Some of the barriers to CSR initiatives have been cited to include the lack of community participation, weak capacity to implement CSR, issues of transparency on the part of implementing agencies, lack of financial resources, and limited corporate commitment to CSR.

Stakeholders constitute an important part of any business entity. They play critical roles and have the power to promote or hinder the success of an intervention. However, businesses and organizations have been found to effectively engage their stakeholders on key social issues which turn to negatively impact on their CSR interventions (Bonituo, 2014; Van Marrewijk, 2003). Most of the challenges associated with CSR are due to low awareness of the CSR initiatives. Companies who strive to successfully implement their CSR interventions must properly engage with their relevant stakeholders, both internal and external (Du, Bhattacharya & Sen, 2010). Bonituo (2014) observed that stakeholders such as customers, investors, employees, communities, regulators, media, NGOs, suppliers and politicians all play a significant role in the implementation of CSR activities. Neglect of key stakeholders leads to low participation which has the potential to thwart the CSR implementation process.

Asumah (2015) studied the effects of AngloGold Ashanti Obuasi mine's Corporate Social Responsibility on the development of the Obuasi community. The findings indicated that financial constraints, interference from political and opinion leaders, lack of community support hampered the CSR initiatives of the company. Other barriers the study discovered included poor

facility management and maintenance, lack of community ownership, and over-dependence on the company to provide the entire social and infrastructure needs of the community. These challenges led to abandonment of some projects, both completed and uncompleted.

Mensah (2015) explored the CSR activities of rural and community banks in Ghana and found that community banks have limited resources to meet the unlimited demand for CSR activities from the communities they operate.

There is a need for capacity building of the local Non-Governmental Organizations as there is serious dearth of trained and efficient organizations that can effectively contribute to the on-going CSR activities initiated by companies. This seriously compromises scaling up of CSR initiatives and subsequently limits the scope of such activities. The sustainability of CSR will be threatened if people do not have sufficient competence and exercise maturity in a socially responsible way. It is therefore imperative for society and companies to train individuals towards the acquisition and attainment of such competencies and maturity essential for the successful design and implementation of CSR interventions (Thevenet, 2003). According to Jonker and Schoemaker (2004), companies working on CSR require the development of appropriate capacities and skills to make decisions and behavior broader, deeper and richer towards the stakeholders. On the contrary most companies lack the appropriate skills needed to effectively carry out Corporate Social Responsibility.

Most Corporate Social Responsibility programs are not context specific and for that matter the need for individual companies to invest in context specific Corporate Social Responsibility programs. Contextually, this study will examine how financial constraints, influence of political and opinion leaders, stakeholder engagement, and capacity for CSR affect the implementation of CSR initiatives at the AGA.

2.8 Conceptual Framework

The conceptual framework posts that CSR has a direct effect on both the corporate image of AGA and beneficiary communities within the Obuasi enclave. The extent of stakeholder involvement also has an effect on the delivery CSR activities and its potential effect on beneficiary communities and the company's corporate image. However, the realization of these benefits is interrupted by some challenges that are encountered during the formulation and implementation of CSR activities. A thorough review of the literature which informed the development of the conceptual framework suggested that AGA's CSR activities include but not limited to providing alternative livelihood and job opportunities for the indigenes, support rural electrification, health, recreation and hospitality, access to clean water, education and environmental protection. CSR is good for business and society, alike. Thus, it is important to identify and address the bottlenecks encountered during the implementation of CSR activities in the order to reap the benefits that come with it.

AGA's Corporate Social Responsibility (CSR) Activities

- Electrification
- Environmental Protection
- Healthcare delivery
- Alternative livelihood and jobs
- Education
- Clean water
- Hospitality and recreation

Community Involvement

- Deciding CSR activities
- Implementing CSR activities
- Sustaining CSR activities
- Monitoring and evaluation of CSR activities
- Planning CSR activities

Effect on AGA Corporate Image

- Greater customer satisfaction
- Promote company's products
- Stakeholder trust
- Improved business performance

Effect on Beneficiary Communities

- Access to clean water
- Educational support
- Provide alternative jobs
- Contributes to environmental protection
- Provide access to health services
- Provide hospitality and recreation facilities

Challenges

- Political interference
- Poor maintenance culture
- Drains company resources
- Overdependence on the company
- Weak community support

Source: Authors' construct

2.9 Summary of Literature and Emerging Issues

This section is meant to expatiate the existing works made by scholars or researchers based on the research topic. It discusses how CSR projects/programmes are implemented by AGA-Obuasi, the extent of community involvement and how these projects/programmes are fashioned into community development as well as the sustainability of these CSR projects/programmes initiated by AGA-Obuasi.

Ever since CSR was established, it has been a worldwide subject of immense controversy and interest for businesses, society, government and academia alike (Tian, Wang, & Yang, 2011). Many scholars and organizations have different views or perceived understanding about CSR. Historically, scholars like Friedman (1970) argued that the only social responsibility of a corporation was to increase its profits. He further asserted that, the resources allocated to CSR are better spent on increasing company efficiency from a social perspective (Friedman, 1970). Friedman's view point on CSR prevailed in the 1970s; scholars increasingly shed light on the multiplicity of responsible business practices. Steiner (1971) acknowledged the interrelationship between business and society at large inferring to social responsibilities as a "social contract". Basically, social contract can be seen as a set of rights and obligations related to corporate impacts on the welfare of the society (Steiner, 1971).

Two major groups in the CSR debate can be explained. The first group believes rather firmly that a corporation is a legal construct and has only the two responsibilities bestowed by the law creating it, namely making money for

owners and obeying relevant rules (Greenfield, 2004). The second group believes that corporations act intentionally via the intentional actions of their members and hence, bear the duties and obligations of any good person or citizen, but on corporate scale (Hancock, 2005; Good aster & Matthews, 2003; Pettit, 2005). The first view delves into a narrow conception of corporate responsibility as entailing economic and legal responsibilities, while the second translate into much broader conception of CSR involving wider range of economic, legal, ethical, moral and philanthropic responsibilities.

In nut-shell, the proponents of CSR theories argue from different angles. Some arguments are based on the issue that CSR can help companies to manage risks and improve upon their reputation and public image by strengthening of ties between companies and community in which they operate (Hopkins, 2004; Sayer, 2005) Some also argue that CSR can improve upon a company's financial performance due to the public's increasing propensity to make socially conscious investment decisions (Zadek, 2001a: Zadek; 2001b: Steiner & Steiner 2006).

Other scholars also argue that CSR gives companies competitive advantage particularly when vying for contracts. Frynas (2005) observed that in a number of oil producing countries; socially responsible companies have been favoured by governments when awarding contracts oil and gas concessions. These perceived concepts can be linked to the elements in the general definition of CSR based on the dimension one would define it, thus, whether it should be a voluntary initiative or must be mandatory under a

legally backed framework in relation to the above stated perceived concepts, raised by different classes or scholars.

Considering the literature review of CSR, AngloGold Ashanti's stance on CSR is to promote AGA – community partnership orientation where the communities will feel they are part of ownership of the mine and enjoy portions of AGA profit.

In Ghana, the concept of CSR is not statutory and companies with international reputation make the effort to practice CSR in order to enrich their brand and also support the development of the nation. In the case of the mining companies like AngloGold Ashanti, the negative externalities in the course of their operations affect the health of the communities within and around the mining companies. This compels AGA to undertake the CSR projects/programmes to compensate for the effects of the negative externalities suffered by the people living in the mining communities. Aside these few organizations that practice CSR, others are not tasked to adhere to the practice of this important concept, CSR.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

This chapter outlines the techniques adopted to collect and analyse the data for the study. The study design, sampling procedure and determination of sampling size, data collection instruments, source of data collection, ethical consideration, reliability of instruments, data processing and analysis as well as the organizational profile of AGA have all be discussed in this chapter.

3.2 Profile of the Study Area

The study area of this study is the Obuasi Municipality. With an annual growth rate of about 4.0% partly due to migrants who come in search for jobs within the mining sector and other related companies, the population density of the Municipality is 1,201 persons per square kilometres which is the second highest after Kumasi Metropolitan Area in Ashanti Region (AGA, 2018). This really puts a lot of pressure on socio-economic facilities and land for both housing and other economic activities. The target population for the study was household heads or their representatives aged 18 years and above in the selected communities and key informants (managers at the AngloGold Ashanti Obuasi Mine). This age group of people (18 years and above) was targeted because they constitute the economically active population in the study area.

Five communities which have benefited from AGA Community Trust Fund's projects/programmes in the past 5 years were selected for the study. This period was considered to be adequate for the respondents to still recall the CSR initiatives and the benefits they have derived from them in order to

provide as much accurate and reliable information to the researcher as shown in Table 3.1.

Table 3.1: Sampled AGA Activities within the Obuasi Municipality

Year Commissioned	Projects	Location/Community	Amount (GHC)
2014	Rehabilitation of 6 Classroom Primary Block and 3 Classroom JHS Block	Ahansonyewodea	173,040.73
2015	4 Mechanized Water System with overhead Tank	Aketchieso	125,780.68
	20-seater water closet facility	Kunka	160,789.86
	4 Mechanized Water System with overhead Tank	North Nyamebekyere	128,021.25
2016	Grant to 50 students		30,000.00
	5-unit toilet and bathroom facility	Akrofuom	75,265.55
	Mechanized Water System with overhead Tank	Akrofuom SHS	41,183.57
TOTAL			734,081.64

Source: Field Survey, Ennin (2018)

3.3 Research Approach

The mixed method approach was adopted for this study. This implies that the research study relied on both quantitative and qualitative sources of data. The data was collected through the survey of household heads in

beneficiary communities. The survey research design is aimed at discovering the inter-relationship between the study variables which include AngloGold Ashanti's CSR activities and its effect on their corporate image, level of community involvement and the barriers to CSR implementation. The data was collected through the use of semi-structured questionnaires. On the other hand, the qualitative data was collected through interviews.

3.4 Population of the Study

Population is the larger unit with related features from which a sample is taken (Nueman, 2006). The population for the study will consist of adult male and female residents above 20 years old from the five selected communities (Akrofuom, Aketechieso, North Nyamebekyere, Kunka New Town and Ahansonyewodea). Preference was given to residents who have continuously resided in the community at least for the past 10 years or more (that is between the periods of 2008 to 2018). This population has the knowledge and familiarity with the community to provide credible and reliable nature of the CSR projects/programmes of AGA and the effects of AGA's CSR initiatives in their respective communities. The total population of the selected communities is 18,628. This figure constitutes 6,477 from Akrofuom, 754 from Aketechieso, North Nyamebekyere with 833, 4,795 from Kunka New Town and 5,769 people from Ahansonyewodea.

The study also interviewed key stakeholders such as District Assembly, AngloGold Ashanti and Traditional Authorities.

3.5 Sampling Procedure

The multi-stage sampling procedure was employed for the study because the study involved both community surveys and key informant interviews with specific stakeholders who are relevant to the study. Thus, a combination of various sampling techniques was used to obtain the final sample.

The preliminary literature review identified several key stakeholders who are located within some specific institutions within the study including the AngloGold Ashanti (AGA) Sustainability Manager, AGA Community Trust Fund Manager, Obuasi Municipal Senior Planning Officer as well two Chiefs from the communities. The purposive sampling method was used to select these key informants because they were deemed to be best fit to provide information to achieve the purpose of the study (Durrheim and Painter, 2006). The two AGA managers and the Obuasi Municipal Planning Senior Officer were purposively sampled because of the role they play in CSR activities.

Next, five communities including Akrofuom, Aketechieso, North Nyamebekyere, Kunka New Town and Ahansonyewodea, which have benefited from AGA Community Trust Fund's CSR initiative in the past 5 years were selected for the study. This time frame was considered to be ideal to allow the stakeholders and respondents to express their experience with the AGA Community Trust Fund's CSR initiatives. Systematic sampling procedure was applied to select community level respondents from beneficiary communities. With systematic sampling, a sample is taken from a population list in a systematic rather than random manner. The first case to be sampled is

randomly selected, there after every n^{th} person is selected. The n^{th} case was generated for each community using random numbers generated by www.psychiscience.org/random.aspx (accessed 27th December, 2018).

3.6 Sample Size Determination

Decision on the ideal sample size depends on the type of estimates to cover for the study, the level of precision to achieve viz-a-viz time and resource constraints. Thus, the researcher was aware of the presence of sampling and non-sampling errors, such that larger sample sizes can lead to less sampling errors. Non-sampling errors, on the other hand, often arises due to the exigencies of the field work activities. A sample size must therefore be manageable to ensure effective conduct of the study. On the basis of this, a sample size was determined for the communities as shown in Table 3.2:

Table 3.0.2: Sampling Frame

Name of Community	Population	Sample Size
Akrofuom	6477	30
Aketechieso	754	15
North Nyamebekyere	833	15
Kunka New Town	4795	25
Ahansonyewodea	5769	30
Total	18,628	115

Source: (Ghana Statistical Service, 2012)

The researcher admits that the sample size for each community could have been bigger for better representation. Notwithstanding, the selected sample size was deemed to give a fair representation of the situation on the

ground and enable reliable statements to be made from the sample. The researcher harnessed the strength of both the purposive and systematic sampling techniques to ensure that every relevant detail about the target population to be covered in the study is adhered to. Thus, the researcher used a sample size of 120 drawn from a population of 18,628, consisting of five (5) key stakeholder interviews and 115 community survey respondents.

3.7 Data Collection Procedure

Data refers to empirical evidence that researchers carefully assemble based on specific procedures or rules (Frankel & Wallen, 2000). Before a researcher can provide empirical evidence on a subject matter, researchers need to collect relevant data required to address a research problem. The process is facilitated with the aid of research instruments to collect information from target population to address a research problem.

Both primary and secondary data sources were employed to collect information from the respondents. The primary data is the information, which is collected by the researcher (Leedy & Ormrod, 2005). Primary data was obtained using semi-structured questionnaires and interview guides (Leedy & Ormrod, 2005). Secondary data for the study was obtained from documentary sources such as articles, journals, reports, and other research related to this study which served as both theoretical and empirical framework needed for the analysis of the data collected.

The instruments used for the collection of data for this study include questionnaires and interview guide. The questionnaires were used to obtain quantitative data while qualitative data was obtained through the use of

interview guide. According to Miles (2001), a questionnaire is usually about asking people questions to find out what they think or know about something. The questionnaires were administered by five field officers under the supervision of the researcher and were given a day's training while the interviews were conducted by the researcher himself.

The questionnaire for the communities was made up of four sections. **Section A**, elicited the demographic information of respondents, consists of 5 items including sex, age, marital status, highest level of education, and length of stay in community. Sections B to D consisted of close ended question and a 5-point Likert-scale items. **Section B** assessed the effects of AGA's Corporate Social Responsibility on the corporate image of the company, whereas **Section C** explored the effect of AGA's CSR activities on the beneficiary communities **Section D**, examined the extent to which beneficiary communities were involved in the CSR of the company while **Section E** assessed the challenges associated with the delivery of CSR initiatives by AGA Community Trust Fund.

The interview guide for managers was made up of 6 questions to elicit information of the background information of managers, effect of CSR on the corporate image of AGA, Obuasi mine, level of community involvement in the CSR initiatives as well as the challenges encountered in the implementation of CSR initiatives in the Obuasi municipality.

3.8 Ethical Consideration

Prior to data collection, the researcher obtained an introductory letter from the Department of Planning and Development of the Christian Service

University College to AGA, Obuasi mine. This introductory letter enabled the researcher to get the needed assistance and co-operation from the respondents. Participants were informed of the objectives of the study. Also, participants were informed of their right to withdraw from the study or decline to any questions. Respondents were assured of the confidentiality regarding the information they provide for the study, thus, making sure that pseudonyms were used to represent the names of respondents (Silverman, 2006).

3.9 Data Processing and Analysis

The statistical techniques employed in analysing data collected in this study will be descriptive statistics, mainly frequency distribution and percentages were used to ensure easy understanding of the analyses. Tables effectively order and summarize the quantitative data. They are used to arrange facts and figures in columns and rows. These facts and figures can be systematically examined (Ojo, 2003). In addition, percentages were used to show the distribution of respondents according to their responses by translating frequency counts into percentage. The collected data was accumulated, categorized and analysed keeping in mind the objectives of the study. The analysis was done with the help of statistical tools like Statistical Package for Social Science (SPSS) version 23. The missing cases were excluded from the analysis.

Qualitative data obtained from the interviews were manually grouped into common themes and coded to identify common patterns. This mode of thematic analysis was preferred because the data was not large. The major themes were generated according to the study's research questions:

Background Information; Effect of CSR on AGA's Corporate Image; Effect of AGA Community Trust Fund's CSR on Beneficiary Communities; Community Involvement in CSR and the Challenges Associated with CSR Implementation.

After obtaining the themes, the researcher explored similarities in the responses and was able to create linkages between the established categories on CSR practices and the local community's perception. The aforementioned themes were then analysed and presented in the next Chapter, as Results and Discussion. Some of the relevant responses obtained were also quoted as part of the results.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The previous chapter of the study outlined the methods for data collection and analysis. In this chapter, the data collected is presented, analysed and discussed. The analysis is mainly done along the line of the objectives of the study namely: effects of CSR on AngloGold's corporate image; effects on beneficiary communities; the participatory nature of AngloGold's CSR activities and the challenges facing AngloGold's CSR activities. Prior to this, the background information of the respondents is analysed.

4.2 Background Information

According to Andrews and Herzog (1986), the background information of respondents has great effects on the survey data. The authors indicate that the background of the survey respondents determines the quality of the survey data. In view of the above, this section of the data analysis presents the background information of the respondents of the study. Here, the age of the respondents, educational levels, residency status and period of stay in community are elaborated on.

4.2.1 Age of respondents

The age of survey respondents is relevant to response quality. Andrews and Herzog (1986) specifies that more middle-aged respondents provide precise and quality responses than aged or too younger respondents, unless the study is specific to such groups. In view of the above, the age of the

respondents of this study is presented in Table 4.1 to ascertain how the ages reflect the recommendation of Andrews and Herzog (1986).

Table 4.1: Age of Respondents

Response	Frequency	Percent
Under 20 years	17	14.4
21-30 years	25	21.2
31-40 years	23	19.5
41-50 years	21	17.8
Above 50 years	32	27.1
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

The study of the ages of the respondents indicated that the majority of respondents (69%) were between the ages of 20 and 50. Basing on Andrews and Herzog (1986), this suggests respondents' ability to understand corporate social activities that have gone on in their respective communities and provide more accurate responses to the research questions.

4.2.2 Educational background

The education background of respondents is paramount in research. According to Al-Tayyibet al. (2002), there is a strong link between respondents' educational level and their ability to accurately answer research questions. The authors suggest that a more educated respondents help to increase consistency in response while reducing the error rates. Thus, a higher educational level attained by respondents would mean a better ability to

understand and respond to issues. In line with the above, the educational background of the respondents of this study is presented in Table 4.2.

Table 4.2: Educational Level of Respondents

Response	Frequency	Percent
Junior High School (JHS)	33	28.0
SSSCE	29	24.6
Degree	30	25.4
Postgraduate	1	.8
No formal education	25	21.2
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

Table 4.2 indicates that about 78.8% of the respondents had attained some level of education starting from JHS to the tertiary level. Out of this, about 60% of them had attained more than basic education, with more than half of these people having attained tertiary education. This suggests high educational levels by the respondents and indicates their ability to understand and respond to issues. It was therefore not surprising when more than half of the respondents (63.6%) indicated their familiarity with the concept of corporate social responsibility. Aside being familiar with the concept, a majority of the respondents again indicated that they understood what is mean by CSR. A respondent view when asked what CSR was is stated below.

Corporate Social Responsibility means AngloGold Ashanti using part of their resources or the profit gained to finance

or bring about developmental projects into our community

(Obuasi Survey, 14/02/2019, 10:56am).

4.2.3 Migration status

It was found through the survey that a majority (85.20%) of the respondents were natives of the various communities visited. Majority of these people (90.23%) also indicated they were permanent residents of their respective communities having stayed in their community for averagely more than ten years. This suggests that the respondents would have enough experience about the CSR activities that have gone on in their communities over the years, hence being able to share their experiences by accurately answering the research questions.

4.3 Effect of Corporate Social Responsibility on AngloGold's Corporate Image

Maruf (2013), Lizarraga (2010) and Dagiliene (2010) all suggest that corporate entities which priorities its social responsibility enjoys a good image in the eyes of its stakeholders by gaining their trust and social license. According to Millon (2015), the above happens because the corporate entity's reputation and competitiveness is enhanced by investing in CSR activities. In line with the above, this section of the analysis presents how CSR has affected the corporate image of AngloGold Ashanti (AGA). The section will firstly ascertain the awareness level of the respondents on the need for CSR as well as any existing CSR activities of AngloGold in their respective communities. Following this, how CSR has affected the corporate image of AngloGold will be analysed.

4.3.1 Community awareness of the need for CSR activities

The study indicated that a greater majority of the respondents were aware of the need for AGA to undertake CSR programmes and projects. As indicated in Table 4.3, 61.9% of the community members agreed to the fact that there is the need for AngloGold Ashanti to undertake corporate social responsibility. The respondents argued that AngloGold has a full responsibility to undertake CSR activities in their respective communities to remedy the effects of their activities in their communities.

Table 4.3: Community Awareness of the Need for Social responsibility by AngloGold Ashanti

Response	Frequency	Percent
Yes	73	61.9
No	45	38.1
Total	118	100.0

Source: Author's Obuasi Field Survey, 2019

The result of the study also indicated that majority of the respondents comprising of 61.9% of the respondents indicated that AGA has a mandatory responsibility to undertake CSR in their respective communities shown in Table 4.3. This suggest a great expectation on the part of the local people for AGA to undertake CSR activities, confirming the assertion by Amponsah-Tawiah and Dartey-Baah (2016) who indicated that there is an increasing call for CSR activities in Ghana, especially in the mining sector which have had serious detrimental effects on the citizenry. Some of the reasons why residents see CSR as a mandatory responsibility of AngloGold are quoted below:

We do not have lands to farm again....and there is no other much economic activity in this area. AngloGold has taken all our lands. If they do not do something we cannot survive.

(Obuasi Survey, 15/02/ 2019, 1:56pm).

Because of AngloGold, all of our streams have been polluted with chemicals. Getting water is very difficult here.

AngloGold has to pay us back (Obuasi Survey, 17/02/ 2019, 2:06pm).

The above intense CSR expectation of the people suggests that AngloGold's corporate image stands at a greater risk if they fail to perform as expected. On the other hand, undertaking their CSR activities would have a great positive effect on their corporate image. The above assertion is supported by a statement of one respondent.

If AngloGold does not give us some facilities in place for our lands they have taken, one day we may demand our lands back. (Obuasi Survey, 17/02/ 2019, 2:06pm).

The above indicates that AngloGold' failure to perform their CSR activities has the tendency of losing their social licence to operate in their various host communities.

Table 4.4: Respondent's view on CSR as a core responsibility of AngloGold Ashanti

Response	Frequency	Percent
Yes	114	96.6
No	4	3.4
Total	118	100.0

Source: Author's Obuasi Field Survey, 2019

4.3.2 Awareness of CSR policy and activities of AngloGold

AngloGold Ashanti when interviewed indicated that they had an existing CSR Policy which guides their CSR activities within. The above assertion of AngloGold was testified by residents who indicated their awareness of the CSR policy and activities of AngloGold Ashanti. This is as shown in Table 4.5.

Table 4.5: Community awareness of AngloGold Ashanti's Corporate Social Responsibility policy

Response	Frequency	Percent
Yes	91	77.1
No	27	22.9
Total	118	100.0

Source: Author's Obuasi Field Survey, 2019

As shown in Table 4.5, 77.1% of the community members responded that they were aware of AngloGold Ashanti's CSR policy intended to bring developmental projects to ensure the general welfare of the community. The participants indicated that they were aware of the policy and therefore expect

the company to comply with the policy content. The above is in tandem with Marfo et al.'s (2015) observation that formalised CSR in Ghana could be traced to multinational mining companies which have tried to remedy the negative effects of their activities in their host communities.

4.3.3 CSR Activities of AngloGold in study communities

The respondents in the various communities visited indicated that to some extent AngloGold has undertaken some corporate social interventions for them. These activities range from water, sanitation, health, education and transport. Some of the specific activities undertaken by AngloGold in these areas are outlined in Table 4.6.

Table 4.6: CSR Activities AngloGold in Study Communities

Area	Activity
Water	Construction of community stand pipes and mechanized boreholes at Kunka New Town, New Nyamebekyere,
Sanitation	toilet facility at Kunka New Town
Health	malaria control program – in-house residual spraying exercise within Obuasi Municipality and surrounding towns embarked on health screening programme
Education	Renovation of school building (renovation of Owusu Sempa primary and JHS school building supported brilliant but needy student of JHS level and
Transport	foot bridge

Source: Author's Obuasi Field Survey, 2019

4.3.4 CSR and AngloGold's corporate image

The earlier section of this chapter indicated that AngloGold had undertaken some CSR activities in their various communities of operation. The section assesses the effects of these CSR activities of AngloGold on its corporate image. This will enhance an understanding of the argument of Maruf (2013), Lizarraga, (2010) Dagiliene (2010) and Millon (2015) that CSR enhances corporate reputation and consequently its image. The analysis is presented based on the various stakeholders' views. These various stakeholders include AGA itself, community members, Traditional Authorities, Local Assembly as well as key community leaders.

4.3.4.1 CSR and AngloGold's Corporate Image from the Perspective of AngloGold Ashanti

According to the AGA, their CSR programmes/projects have improved their corporate image at the National level, regional level and at the community level. At the national level, the Director of Sustainability indicated that CSR activities have enhanced the company's social license to operate with stakeholders now perceiving the Mine as a good corporate citizen. An instance was cited by AGA's Director of Sustainability below:

During the 2017 Environmental Protection Authority's (EPA) public hearing durbar, stakeholders agreed and petitioned EPA to approve AGA redevelopment permits. If AGA did not have a good corporate image in the sight of these stakeholders, they would not have taken such a position (Obuasi Survey, 20/02/ 2019, 11:16am).

At the community level, AngloGold suggested that there is a sense of belongings and support from community members who in some instances help the Mine flush-out intruders and thieves trying to penetrate their domain. Quoting the Director of Sustainability:

There are situations where the residents themselves reports to us perpetrators who enters our concessions. Without the company (AGA) having a good image in the sight of the community they would not have done this (Obuasi Survey, 20/02/ 2019, 11:16am).

The above view of AngloGold confirms the argument by Maruf (2013), Lizarraga (2010) and Dagiliene (2010) and Millon (2015) who indicates that CSR activities of a corporate entity enhances its image through citizenship loyalty and gaining the social licence to operate.

4.3.4.2 Perspective of Community Members

The community members expressed the extent at which AGA's activities have developed a friendly relationship between them and the Company. The views as expressed are shown in Figure 4.1.

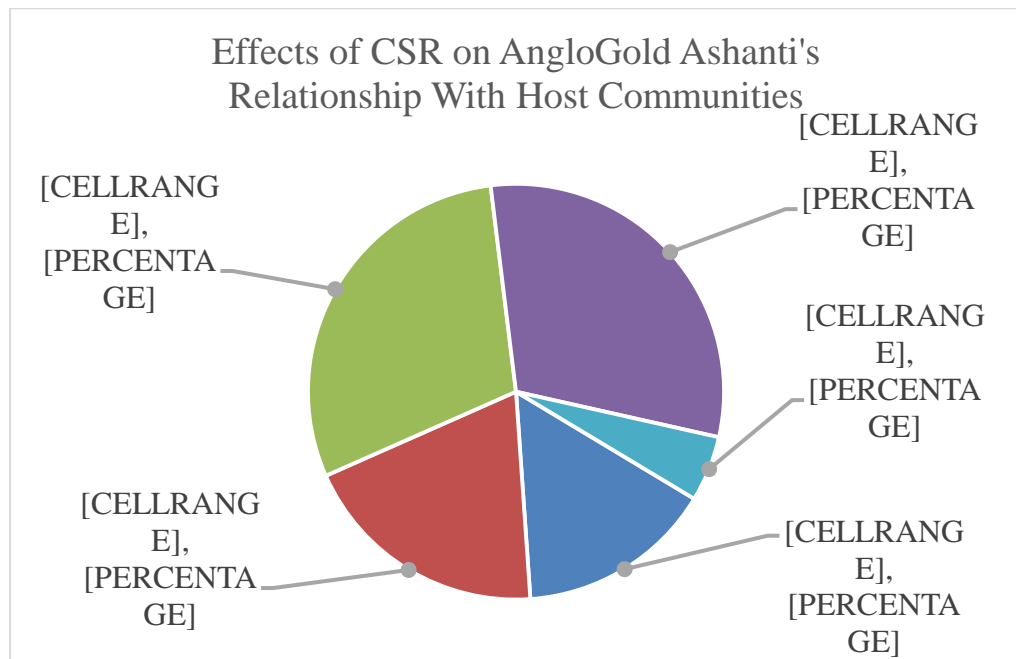


Figure 4.1: Effects of CSR on AngloGold Ashanti's Relationship with Community

Source: Author's Obuasi Field Survey, 2019

Figure 4.1 shows that 30.5% and 5% of the respondents indicated that there was existing positive and strong positive relationship between community members and AngloGold Ashanti, respectively. In all, the above suggests 35.5% of the community members interviewed suggested a positive relationship between them and AngloGold. On the other side, 19.5% and 15% of the respondents indicated a negative and strong negative relationship between communities and AngloGold in the area. This makes a total of 34.5%. The two positive and negative figures suggest that contrary to the view of AngloGold, the local people are not very convinced that AngloGold's CSR activities has improved its corporate image. This assertion is supported by the fact that only 5% of the respondents indicated a strong positive relationship

between them and AngloGold. Which means the 30% who indicated a positive relationship were not too convinced? The above claim was supported by a statement of one respondent:

Though AngloGold has undertaken some projects in this community, but looking at how AngloGold has benefited from this area, I am not convinced they have done enough to merit the whole embrace of this community (Obuasi Survey, 16/02/ 2019, 13:16 GMT).

4.3.4.3 The Perspective of key institutions

The Obuasi Municipal Assembly (Planning Department), supporting the claims of the local people and contradicting that of AngloGold, indicated that AngloGold has not done enough to attain an improved corporate image in the area. He lamented:

AngloGold Ashanti having practiced mining activities in Obuasi over 100 years has still not done so much than what we see now. We have poor roads, bad educational infrastructure facility, and high unemployment rates and therefore has resulted low standard of living. When we compare with other mining cities like Johannesburg, AngloGold Ashanti is far behind in development in the Obuasi area. (Obuasi Survey, 21/02/ 2019, 13:16 GMT).

The Planning Officer added that in order for the Corporate Social Responsibility programmes/projects of AngloGold Ashanti to be improved,

the Mine should involve more stakeholders in the Obuasi Municipality in their CSR activities as against what they have been doing. He suggested that the CSR fund should be released to the Municipal Assembly to undertake projects for the communities instead of AngloGold Ashanti's Community Trust Fund doing it on behalf of AGA. Though, the suggestion of the officer may sound good, the fear of fund misappropriation and embezzlement might be the reason for AngloGold's CSR policy and strategy.

Traditional authorities again supported the claims of the local people and the Assembly. According to the chiefs in the various communities, AngloGold Ashanti has undertaken some few projects which are published in the media which has given the company a perceived good corporate image. The Traditional authorities, however, indicated that the Company's image in the Obuasi area is not as perceived outside. The traditional authorities indicated that the Company has not done enough for them for their image to improve in the Obuasi area. A grieved traditional authority shared his worry:

The community has a list of projects that company should have accomplished for them which is not yet done hence has not improved their corporate image (Obuasi Survey, 19/02/

2019, 12:16 GMT).

The chiefs therefore suggested that in order for AngloGold Ashanti's corporate image to improve, there should be regular funding for community projects. Walker and Howard, Cited in Ababio and Boon, (2009) suggest that despite the non-existence of any legislations or policy on corporate social responsibility in Ghana, corporate bodies, especially, in the mining industry,

on moral grounds have come out with their own policies. This notwithstanding, the authors indicate that public opinion with regards to CSR activities of these corporate entities has been very poor. Thus, the public are not very satisfied with the corporate social activities of these entities. The above results and view of the local people and their leaders validates the assertion of Walker and Howard, in Ababio and Boon (2009).

4.4 Effects of AngloGold Ashanti's Corporate Social Responsibility on Beneficiary Communities

At any particular point in time, society is expecting businesses to be responsible in a way that they have to and as such, as time and conditions change, they expect businesses to also change their responsibility towards them by meeting their demands (Caroll, 1999). The World Bank (2004), (Harris, 2000) and Mitra and Borza, (2010) all indicates that CSR is useful approach to ensuring socio-economic and environmental development of societies. In line with the above, having looked at the effects of AngloGold's CSR activities on its corporate image, this section of the data analysis looks at the effects of AngloGold's CSR activities on the development of local communities. This is done from the perspective of AngloGold and the local people.

4.4.1 Effect of AngloGold Ashanti's corporate social responsibility on beneficiary communities from the perspective of AngloGold Ashanti

According to the Director of Sustainability at AngloGold, the Company has contributed to building the social infrastructure base of Obuasi

and its environs either by building, funding or donating to the communities. He cited examples such as the Obuasi Government Hospital and the Len Clay Sports Stadium as some of the investment activities. Investments in Culture and Heritage, educational programs and skill transfer to most of the communities were also mentioned. There is massive employment and commercial opportunities at the local level because of the AngloGold's CSR activities, suggested by the Director of AngloGold's Sustainability Department. He ended by indicating that:

AngloGold Ashanti has helped the communities by improving access to education, quality health, potable drinking water, better sanitation facilities and economic opportunities. (Obuasi Survey, 20/02/2019, 11:16am).

4.4.2 Effect of AngloGold Ashanti's corporate social responsibility on beneficiary communities from the perspective of the local people

The community members recognised the activities that AngloGold has undertaken with 96.9% of the respondents indicating that they have experienced the activities of AngloGold in their communities. Over the past five (5) years, there are specific corporate social responsibility activities that AngloGold Ashanti has implemented in the communities within which they operate. Some of the specific projects they have implemented are; community stand-pipe, renovation of school primary/JHS building, malaria control program, 24 sweater water closet, construction of portable water facility, mechanized borehole, construction foot bridge, supported brilliant but needy students Junior High School level and embarked health screening program and

mechanized water supply system for the community. When community members were asked the effects of these activities on their communities, they indicated the response as shown in Figure 4.2.

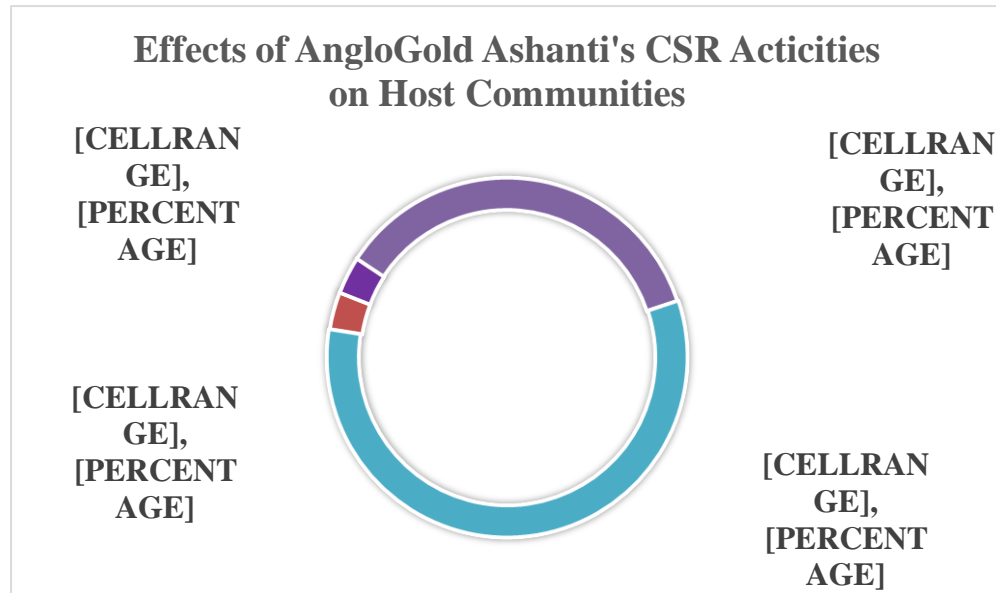


Figure 4.2: Effects of AngloGold’s CSR Activities on Community

Source: Author’s Obuasi Field Survey, 2019

From Figure 4.2, 57.6% and 35.6% of the community members indicated that AngloGold’s CSR activities have had positive and strong positive effect on their communities. This suggests that about 92% of the respondents see AngloGold’s CSR activities having a positive bearing on local communities. With this, it could be said that AngloGold’s CSR activities is making positive impact in the local communities they operate. One respondent shared the below view:

With the construction of boreholes in this community, access to clean water has increased which has helped mitigate the

water challenge we used to face (Obuasi Survey, 21/02/

2019, 1:16 GMT).

Access to water had also contributed to reducing water borne diseases, respondents indicated. Provision of modern toilet facilities was also indicated to have mitigated the issue of open defecation practiced by the communities. In addition, walking within the communities had improved with the construction of footbridges. The malaria control programmes were also indicated to have contributed to reducing malaria prevalence. Access to education had also improved with the construction of schools and students been sponsored by the company to further their academics. Hitherto, these students could not have furthered their education, according community members interviewed. This confirms the assertion of The World Bank (2004), (Harris, 2000) and Mitra and Borza, (2010) who indicated corporate social responsibility as a useful approach of ensuring the development of local communities. Despite these key contributions, it could be seen that no projects on the environment was mentioned. This suggests the minimal priority given to the environment by AngloGold despite the environment being the greatest resource affected by the mining activities.

It is therefore not a surprising that despite the fact that AngloGold Ashanti has contributed to community development through its CSR activities, the survey indicated that the communities were not satisfied with what had been done so far and expected the company to do more. According them, though some of the investments of AngloGold has contributed to developing their various communities, the rate at which these CSR activities contributes to the

development of their communities has been very slow since CSR activities are carried out ‘ones in blue moon’. The views expressed on the rate at which CSR activities have contributed to community development are shown is shown in Table 4.7.

Table 4.7: The Rate at which AngloGold Ashanti’s Corporate Social Responsibility Has Contributed to Community Development

Response	Frequency	Percent
Very Good	1	0.8
Good	24	20.3
Indifferent	44	37.3
Poor	31	26.3
Very Poor	18	15.3
Total	118	100.00

Source: Author’s Obuasi Field Survey, 2019

From the Table 4.7 about 41.6% indicated that the rate at which AngloGold’s CSR activities has affected the rate of overall development in their communities has been poor as against 31.1% who indicted otherwise. This suggest that local communities are not satisfied with how the CSR activities of AngloGold is affecting the rate of development of their various communities, hence expecting AngloGold to do more. According to Ross 2001, there has been intensive increase in mining activities in developing countries without a corresponding rate of development in their local economies. This has made some scholars like Tilton, (2002) call for the renouncing of mining since according to him, he there has been a little

correspondence between the growth in mining and development. The results of this study fall in line with the argument of Ross 2001 and Tilton, 2002.

4.4.3 The rate at which AngloGold Ashanti's corporate social responsibility has contributed to community development from the perspective of the institutions (municipal assembly and traditional authorities)

Just like the local community members, the Municipal Assembly at Obuasi accepted that AngloGold Ashanti has supported them to provide some basic responsibility of the Municipal Assembly to the various communities. These have helped some of the communities by affording them access to basic facilities such as schools, hospitals and portable drinking water. However, the Assembly indicated that these have not been enough to speed the development of local communities, with most local communities in the municipality still impoverished. One core area mentioned was environmental development. According to the Assembly, the rate at which AngloGold is contributing to developing the environment in the Municipality is very slow. The Planning officer indicated this:

Environmental problems that exist now in this area are really bad and I think AGA should do more in their Corporate Social Responsibility concerning environmental improvement. (Obuasi Survey, 21/02/ 2019, 13:16 GMT)

Traditional authorities supported the claims of the Municipal Assembly. For instance, the Chief of Akatakyieso community explained that blasting, erosion, chemical contamination of water bodies has rained serious

environmental effects in his community. Yet, AngloGold Ashanti has not done enough in the area of Corporate Social Responsibility project that has done with their environmental problem, the chief continued. Hilson's (2001) indicates that one of the key sectors which have not been taken care of in mining communities is the environment. Hillson (2001) revealed little done to remedy the toxification of water bodies with mercury, huge land degradation as well as air pollution in mining communities. The outcome of this study does not make Hilson's (2001) claim made over 18 years ago generally accepted. Aside the environment, local economic development was also indicated to be suffering because compensations that are paid to community members during relocation, resettlement or acquisition of farmland are so little that no viable investments could be made out of it. Aside this, the authorities explained that medical care is also not enough for them especially those at the rural areas, despite their expose to chemicals by AngloGold.

4.5 Community Involvement in Corporate Social Responsibility

Community involvement in CSR activities helps to give a good direction, initiative and inspiration as well as sustainability to the whole CSR process (Boehm, 2002; Monaledi, 2016). This is because it is the community members who stay in their community and are aware of the daily activities and changes happening there. Resultantly, Boehm (2002) recommends that CSR should be complementary efforts of both corporate entities and stakeholders. There are different schools of thought as to the extent at which corporate entities have involved stakeholder in their CSR activities. Liao et al (2017) argues that one of the areas of which corporate entities have performed well is

their community involvement and development practise. Contrary to this claim, Monaledi (2016) and Arli and Cadeaux (2014) indicate that despite the claim of participatory approach to CSR activities by corporate entities, mostly communities are not involved in the planning and implementation of CSR activities. This section of the analysis therefore seeks to look at the extent at which AngloGold involved the community in its CSR activities.

4.5.1 Community involvement in corporate social responsibility from the perspective of AngloGold Ashanti

According to the Director of Sustainability of AngloGold Ashanti, AngloGold's CSR programmes and projects are picked from the Medium-Term Development plan of the Obuasi Municipal Assembly where the representatives and the various electoral areas (Assembly members) are involved in its preparation and implementation. He indicated:

Most of AngloGold's CSR projects are picked and tailored to the short/medium/long- term developmental plans of the Local Assembly. This in the first place automatically makes our CSR activities participatory (Obuasi Survey, 20/02/2019, 11:16am).

The above automatically makes the process participatory as the medium-term plan is a combined document of the goals of the entire communities in the Municipality. However, the problem with this approach, whether the medium-term plan was actually done in a participatory manner as perceived. In addition to the above, the Director indicated that projects are done by engaging the communities through the assembly members, traditional

leaders (chiefs), unit committee, and community visitation and sometimes community gathering. He said:

All CSR programs are informed by the need's assessments and request from community members through stakeholder's engagements. There exist community consultative committee meetings weekly, monthly meetings with Municipal and District Assemblies. (Obuasi Survey, 20/02/ 2019, 11:16am).

The above assertion of the AngloGold was confirmed by traditional rulers (key informants) who indicated that AngloGold involve the communities and their leaders during CSR projects. For instance, the chief of the Akrofuom community shared his view about how the AngloGold's Community Trust Fund works as follows:

AngloGold Ashanti community Trust Fund operates under AGA and they engage the traditional rulers, assembly members and the community members in the community where the stakeholders meet periodically. The Trust Fund has a steering committee, Board of Directors, and the management staff who all work together with us to undertake projects for the communities. (Obuasi Survey, 15/02/ 2019, 14:07 GMT).

The perspective of AngloGold and the key community informants as indicated above suggests that communities are well involved in CSR activities of AngloGold, concurring with the argument of Liao et al (2017). The

authenticity of this assertion however could be ascertained by looking at the perspective of the local people themselves.

4.5.2 Community involvement in corporate social responsibility from the perspective of the local people

Generally, majority of the respondents (89.6%) indicated that they are involved in the AngloGold’s CSR activities, supporting the view of AngloGold and key informants who happened to be community leaders. When developing/designing CSR Project, 59.5% of the respondents indicated that they are involved to some extent. The community members indicated that at least they are usually informed of an upcoming CSR activity in their respective communities. The above indicates that though the community is involved, the extent of their involvement is low. As a result, CSR activities could be designed in a way which does not actually meet the needs of the local people. Table 4.8 shows the extent of involvement of community members during the development of CSR projects.

Table 4.8: Community Involvement When Developing CSR Projects

Response	Frequency	Percent
Not involved at all	4	3.4
Not involved	7	5.9
Indifferent	32	27.1
Involved to some extend	70	59.3
Involved to some greater extend	5	4.2
Total	118	100.00

Source: Author’s Obuasi Field Survey, 2019

CSR commitment involves all activities that are undertaken to ensure that the corporate body gets the needed support to carry out any CSR activity. This helps to ensure a level of ownership and smooth implementation of the CRC activities. The study showed that AGA involved a majority of the community members when they were about undertaking their CSR activity as a means of gaining their support and acceptance. About 63.5%, representing the majority of the respondents specified that AngloGold involves them during the development of CSR programmes and projects. Though this is positive, majority of these respondents (59.3%) responded that they were only involved to some extent but not to the latter. This suggests that host mining communities feel not given the necessary participatory role in CSR activities and suggests their minimal influence on CSR projects/programmes. This may also affect how the community will view these CSR programme as their own. Table 4.9 shows the view of the respondents.

Table 4.9: Community Involvement When Developing CSR Commitments

Response	Frequency	Percent
Not involved at all	3	2.5
Not involved	7	5.9
Indifferent	32	27.1
Involved to some extent	70	59.3
Involved to some greater extent	6	5.1
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

The above trend continued during implementation. 60.2% of the community members indicated that they were involved to some extent during the project/programme implementation. The local people indicated carrying gravels, sand and mortar during infrastructural project. This is shown in Table 4.10.

Table 4.10: Level of Involvement When Implementing CSR Projects/Programmes

Response	Frequency	Percent
Not involved at all	4	3.4
Not involved	5	4.2
Indifferent	33	28.0
Involved to some extend	71	60.2
Involved to some greater extend	5	4.2
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

Monitoring and evaluation are one key important aspect of CSR. Monitoring and evaluation are useful to measure progress in the implementation of programmes, policies, plans and projects to achieve the purpose of CSR. Estrella et al. (2000), however, indicates that monitoring and evaluation should be participatory such that the local people should be integrated in the process. According to the authors, this helps to ensure the people get early feedback and contribute to how impactful projects have been. In adhering to the above, the study indicated that AngloGold to some extent

involved the local people in their project monitoring and evaluation activities.

This is as shown in Table 4.11.

Table 4.11: Level of Community Involvement in Monitoring and Evaluating CSR Commitments

Response	Frequency	Percent
Not involved at all	4	3.4
Not involved	6	5.1
Indifferent	32	27.1
Involved to some extent	71	60.2
Involved to some greater extent	5	4.2
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

Table 4.11 indicates that 60.2% of the respondents agreed that to some extent they have been involved in the monitoring and evaluation process of AngloGold. Though impressive, the results of the study suggest community members were not satisfied with the extent of their involvement with only 4.2% indicating they were highly involved in the monitoring and evaluation activity of AngloGold. The same results apply to when AngloGold was reporting progress as depicted in Table 4.12.

Table 4.12: Level of Community Involvement When Reporting Progress

Response	Frequency	Percent
Not involved at all	4	3.4
Not involved	6	5.1
Indifferent	31	26.3
Involved to some extend	71	60.2
Involved to some greater extend	6	5.1
Total	118	100.00

Source: Author's Obuasi Field Survey, 2019

As shown in Table 4.12, 60.2% of the respondents indicated that they were somehow involved during reporting process on CSR activities by AngloGold. They indicated that normally AngloGold comes to their communities and tell them some things they have done in their communities. However, as to the documented report, they do not have access to it. This is quite problematic because what is contained in the reports might be different from what is orally communicated.

From all indications, the results of the survey show that the community members were generally not satisfied with the extent of the involvement the CSR activities of AngloGold. This is in tandem with the arguments of Monaledi (2016) and Arli (2014) that the extent of stakeholder involvement in CSR activities has been low despite corporate entities claiming to be following a strict participatory process.

4.6 Challenges with the Implementation of Corporate Social Responsibility

CSR activities have potential threats which could derail its success (Berad, 20011; Laudal, 2011 and Lenssen, Blagov, Bevan, Arevalo, & Aravind 2011). Some of the barriers according to the authors include lack of community participation, weak capacity to implement CSR, issues of transparency on the part of implementing agencies, lack of financial resources, and limited corporate commitment to CSR. This section of the analysis therefore focused on finding out some of the challenges faced by AngloGold in carrying out its CSR activities. Some of the challenges identified from the survey as a hindrance to AngloGold's CSR activities are explained subsequently.

4.6.1 Leadership issues (Chieftaincy and other stakeholders)

There are internal conflicts between stakeholders in decision making especially between traditional authorities and Assembly members. As traditional authorities see themselves as leaders of the communities, the Assembly members see it as otherwise. This creates conflicts between traditional authorities and Assembly members. Aside the above, some communities have conflicts on chieftaincy. That is, there are some cases where two people see themselves as the chief of a particular community especially when a stool becomes vacant. Due to these two leadership issues, when AngloGold wants to undertake CSR project, there are always conflicts as to who to really consult. This leads to delays in project implementation and sometimes total halt of the project.

4.6.2 Corruption

Aside leadership conflicts, corruption were seen as one other major challenge. Community leaders interfere with CSR activities by proposing projects which they have interest in and connive with contractors to change the planned manner in which the project should have been done, hence creating budget surplus, community members indicated. This happens because mostly the views of the leaders are assumed as representative of the local people who are given limited opportunity of participation during CSR design and implementation activities. This however, was indicated by residents as false. This attitude of the leaders leaves projects undertaken in a shoddy manner and the leftover of monies assigned for development projects by AngloGold Ashanti pocketed by these leaders.

4.6.3 High demand on AngloGold

Many communities are always on AngloGold requesting for projects and developments. This creates huge financial burden on AngloGold and reduce their ability to perform their CSR activities as they should. According to AngloGold's Sustainability Director, there are instances where communities which have just been provided with a project start making other demands when they hear of a project going on in another community. According to the director, when they fail to heed to their requests, some of the community members rather resort to threats on the AGA workers and sometimes enter their concessions. They are therefore forced to bear some unplanned cost which disrupts their CSR plans and activities.

4.6.4 Instability of mining operations

One major challenge that hinders AngloGold's CSR activities is halts or reduced operations of the Mine. This results from conflict between local mining artisans (Galamsey operators) and AGA. This conflict results from the encroachment into the concession of AGA by these local Artisans who claim as owners of the lands which have been taken over by AngloGold. This leads to misunderstanding and conflicts which sometimes forces AngloGold to shut or minimise its operations. A key example is the conflict between AngloGold and local mining Artisans which led to the shut down in operation by AngloGold until after about 2 years. These happening disrupt CSR plans of AngloGold. As plan disrupts, monies which could have been generated within the shutdown period to support CSR activities are all lost

4.6.5 Sustainability of projects

One major factor that also hinders CSR projects is the way and manner CSR projects are used and maintained. According to AngloGold, after handing over projects the way and manner they are used leads to their fast deterioration. This may be attributed to the limited involvement of the local stakeholders who do not see the projects as belonging to them. These projects after been misused are also not well maintained by the communities who are supposed to take charge of maintenance after handing over. This negatively affects the sustainability of projects by reducing the expected impact of the projects. The issue of sustainability could gain its root from the limited participatory role given to community members during project planning and

implementation, since Boehm (2002) and Monaledi (2016) have affirmed that participation is major requirement for project sustainability.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The previous chapter presented a detailed analysis and discussion of the results obtained from the field survey about the effects of the CSR activities of AngloGold Ashanti on host communities and the Company (AngloGold Ashanti) itself. In this chapter, the study summarises the key findings from the analyses. This is done along the lines of the four main objectives of the study to ensure that the study actually answers its research questions. Based on these key findings, the chapter makes recommendations and conclusions.

5.2 Summary of Key Findings

The key findings from the data analysis are summarized in the subsequent sections based on the study's objectives.

5.2.1 Effect of corporate social responsibility on AngloGold's corporate image

Generally, the study found out that from the perspective of AngloGold Ashanti, CSR has contributed to improving its corporate image and reputation. The study indicated that CSR activities of AngloGold contributed to the Company regaining its redevelopment permits in the year 2017. Also, by performing its CSR activities, AngloGold had gained the trust and royalty of community members who reports intruders who enter the company's mining concessions. This validates the arguments of Maruf (2013), Lizarraga (2010)

and Dagiliene (2010) Millon (2015) that CSR boost a company's reputation and image.

Notwithstanding the above positive relationship between CSR and corporate image as indicated by AngloGold, the study pointed out that the host communities do not see the image of AngloGold to have reached its peak as AngloGold has not done enough. This was indicated from the data when only 5% of the respondents suggested a strong positive relationship between the CSR activities of AngloGold and how they (community) perceive the Company, though 31% of them accepted a positive relationship. With this, the study found that AngloGold Ashanti (AGA) is expected to do more to continually improve its image in the eyes of host communities. This affirms the assertion of Walker and Howard, in Ababio and Boon (2009) that despite corporate entities embracing the idea of CSR and undertaking some CSR activities public opinion with regards these their activities have not been very good.

5.2.2 Effect of AngloGold Ashanti's corporate social responsibility on beneficiary communities

The study found out that the activities undertaken by AngloGold through its CSR have contributed to some extent to meeting some of the development needs of host communities. It was found out that through the CSR activities of AngloGold, host communities have seen improvement in sanitation, water, education, health and transport. This is as a result of the provision of sanitary, education, water, health and transport infrastructure and programmes like boreholes, toilet facilities, schools, footbridges and malaria

control programmes. However, the study found out that the effects of these on community development has not been very strong with only 35% of the respondents signifying a strong positive relationship between these interventions and the development of their communities. The above was reinforced when about 28% as against 41% of the respondents suggested a good and poor contribution to the rate of community development respectively, with the introduction of CSR activities. It came out that one of the most neglected areas of CSR was the environment. In all, the study found that host communities were not satisfied with the CSR activities of AngloGold in terms of contribution to development. The results are in line with the argument of Tilton (2002) that the rate of local community development has been slow despite intensified mining activities in such communities.

5.2.3 Community involvement in corporate social responsibility

The study found that to some extent communities were involved in the CSR activities of AngloGold. It came out that mostly community leaders have been used to represent the communities. These leaders include traditional authorities, Assembly members, local area representatives and unit committee members. The local residents were however not satisfied with this approach with majority of them indicating that their extent of involvement in CRS activities of AngloGold was low. In all, an average of 60% of the community members interviewed indicated that they were only involved somehow but not to a greater extent in the CSR activities of AngloGold right from project/program planning through to implementation, monitoring and evaluation and reporting. This affirms Monaledi (2016) and Arli (2014)

argument that corporate entities fail to really involve host communities despite their claim of involving them.

5.2.4 Challenges with the implementation of corporate social responsibility

The study found five main challenges facing CSR activities of AngloGold. First was issue of conflict in leadership. Conflicts in terms of chieftaincy in host communities as well as conflicts between community leaders were indicated as a major factor that delays or halt CSR activities. Aside this, corruption on the part contractors and community leaders who connive and undertake CSR activities in a manner that deviate from what was planned in order to enjoy the surplus monies lead to CSR activities not making the expected impacts. Aside this, huge financial demand exerted on AngloGold Ashanti by communities makes it difficult for the company to really perform its activities as planned. Thus communities keep on making demands even when a project has just been finished for them. Adding on the financial burden was conflicts between AngloGold and local mining artisans (Galamsey operators) who intrude into AngloGold's concessions and sometime leads to conflicts. Other factors include fall in global price of Gold. When these occur, operations are reduced or come to a halt which reduces the financial strength of the company to fund CSR programmes and projects. The last problem identified was that even when CSR projects are provided, they are not well maintained and used such that they break down so quickly.

5.3 Recommendations of the Study

Based on the study's key findings, the following are recommended:

AngloGold should expand its CSR participatory Process

The study indicated AngloGold mainly giving attention to the community leaders during the participatory process of CSR activities. This should be expanded to give maximum role to be played by common people. During such processes, it is recommended that AngloGold should meet the common people and the leaders differently. Thus, AngloGold Ashanti should engage the community directly through its social policy committee rather than using the leaders as a means of reaching the people. This is because sometimes the views of the leaders may not be the same as that of the community members. This will give the people the freedom to express themselves which they could not have done in the presence of community leaders. Also, AngloGold should not also over depend on medium term plans of the District but should undertake its own needs assessment based on data gathered from the local people. Though this might be costly, it will give value to the CSR projects/programmes they undertake. It is also recommended that AngloGold undertakes proper stakeholder analysis to deal with issues of leadership conflicts. One other way of involving the community is to let them a minute percentage of the total cost of CSR projects/programmes. This is not for monetary purpose but ensure that the community have felt of been contributors to the cost of projects/programmes, hence assuming ownership and sustaining the projects. In addition, AngloGold should show its annual CSR plan to communities for them to understand what it intends doing for that

period. All communities should be made to contribute to this plan and come to a consensus on the plan. This will help to reduce unexpected demands from communities.

Monitoring and Evaluation by AngloGold

The study identified issues of corruption during the implementation of CSR projects and programmes. It is recommended that routine monitoring should be done to ensure that projects and programmes are being done as planned. While the work is going on, contractors should be monitored till the completion of the project. Monitoring should not only be done by staff of AngloGold but should be participatory. Thus, some community members unknowing to community leaders and contractors should be tasked as monitoring officers and made part of the implementation team to report to AngloGold on daily basis. This will contribute to reducing issues of corruption in the implementation of CSR projects and programmes.

The Government should make legislations on CSR

The study found CSR as having a great potential to support the government achieve its agenda of ensuring development of communities. The study found CSR of AngloGold to have contributed to improving the infrastructure base of local communities. However, there are no legislations or policy guide on CSR Ghana. For that matter corporate entities only see CSR as a philanthropic activity and do it when they want. This will hinder CSR from making any meaningful impact to local community development. It is therefore recommended that CSR should be binding on corporate entities such

that there should be legislations forcing corporate entities to designate a certain significant portion of their profits on CSR. This will help ensure that corporate entities, which at least one can be found in almost all local communities or districts, contribute to the overall development of the country.

Finally, another important recommendation is that AngloGold Ashanti should expand CSR projects to cover environmental issues.

5.4 Conclusion

This study sought to find out the effects of CSR activities on corporate and community development using the AngloGold Ashanti's case. The first objective of the study was to ascertain the effects of AngloGold's CSR activities on its corporate image. The study concludes that the corporate image of AngloGold has been improved only to some extent. This is because the study found out much has not been done according to the local community members and that much needs to be done by AngloGold to maximize their image.

The second objective the study sought to achieve was to find out the effect of AngloGold's CSR on beneficiary communities. Here too, the study concludes that though AngloGold's CSR has to some extent made some contribution to the development of beneficiary communities, the rate at which these interventions have contributed to the pace of development of local communities have not been very strong.

The third objective sought to find out the extent at which the local people have been involved in the CSR activities of AngloGold Ashanti. The study concludes that the local people have not been given the maximum opportunity to participate in the CSR activity of AngloGold, though they are

involved to some extent. Lastly, the research sought to find out some of the challenges facing the CSR activities of AngloGold. Some of the challenges identified were leadership conflicts, corruption issues, and high demand on AngloGold by communities, inconsistent mining operations and lastly problem with sustainability of projects.

In all, the study finds CSR as a major strategy that can be used to ensure the development of communities if well done. CSR should be more participatory, should be given maximum resources and should be well monitored and evaluated. Above all, governments should intervene and make legislations on CSR such that corporate entities should be mandated to undertake development projects in their areas of operation.

5.5 Suggestions for Further Research

The study made some key findings but could not delve into it in detail. Some of these include CSR and the environment; expectations of community on CSR since the study find communities not satisfied with the CSR activities of AngloGold. The study also found CSR to have not been done in a participatory manner. Studies that delve deep into these areas are recommended. Some proposed topics are: Contribution of CSR to Environmental Sustainability in host mining communities; CSR and community Development: Key Community expectations and Towards Sustainable CSR: a participatory approach to CSR in mining community's prospects and challenges.

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APPENDICES

APPENDIX I: QUESTIONNAIRES FOR THE COMMUNITY MEMBERS

CHRISTIAN SERVICE UNIVERSITY COLLEGE
DEPARTMENT OF PLANNING AND DEVELOPMENT

TOPIC: AN EVALUATION OF THE EFFECTS OF CORPORATE SOCIAL
RESPONSIBILITY ON CORPORATE IMAGE AND BENEFICIARY
COMMUNITIES: CASE STUDY ANGLOGOLD ASHANTI, OBUASI
MINE.

Principal Investigator: Stephen Ennin

Introduction

The objective of this study is to “evaluate the effects of Corporate Social Responsibility on corporate image and beneficiary communities of organizations”. The study will take views and opinions of community members of beneficiary communities of AngloGold Ashanti’s projects and programmes. The study is an academic work and the findings will be used solely for academic purpose. Your confidentiality and anonymity are assured.

SECTION A: BACKGROUND INFORMATION

Please **Tick** (✓) against the appropriate response.

1. Age

a) Under 20 [] b) 21 -30 [] c) 31-40 [] d) 41-50 [] e) Above 50 []

2. Gender a) Male [] b) Female []

3. Education

a) JHS [] b) SSSCE [] c) Degree [] d) Postgraduate []

e) Doctoral [] f) No formal education []

4. Are you familiar with the term Corporate Social Responsibility?

Yes [] No []

What is Corporate Social Responsibility?

.....
.....
.....
.....

SECTION B: EFFECT OF CSR ON AGA’s CORPORATE IMAGE

5. Do you think AngloGold Ashanti has a responsibility to a social issue in your community?

Yes [] No []

6. Do you think that the company has been socially responsible?

Yes [] No []

7. Does the company have a CSR policy? Yes [] No []

8. How would you describe the relationship between the company and the community?

Strongly Negative Relationship 1 2 3 4 5
Strongly Positive

SECTION C: EFFECT OF AGA's CSR ON BENEFICIARY COMMUNITIES

9. Are you aware of any CSR activities of the AngloGold Ashanti in your community?

Yes [] No []

10. Mention any specific CSR activities AngloGold Ashanti has implemented that you know in your community over the past 5 years.....

.....
.....
.....
.....
.....

11. What are the major purposes of the CSR activities undertaken by AngloGold Ashanti in your community?

.....
.....
.....
.....

12. What has been the effects of the CSR activities on the communities they were implemented?

Strong Negative Effect 1 2 3 4 5 Strong

Positive Effect

Explain:

.....

13. How would you rate the nature of community development with respect to the AngloGold Ashanti’s CSR activities?

Very Good 1 2 3 4 5 Very Poor

SECTION D: COMMUNITY INVOLVEMENT IN CSR

14. Does AngloGold Ashanti involve the community in its CSR activities?

Yes [] No []

15. To what extent does the AngloGold Ashanti involve the community in the following processes?

		Not at all – to a great extent				
	Process	1	2	3	4	5
i.	When developing CSR strategy					
ii.	When developing CSR commitment					
iii.	When implementing CSR commitments					
iv.	When monitoring and evaluating CSR commitments					
v.	When reporting progress					
vi.	Other, please specify					

16. In what ways does AngloGold Ashanti Fund use to engage the community?

.....
.....
.....
.....
.....
.....

SECTION E: CHALLENGES WITH IMPLEMENTING CSR

17. Are there factors that prevent AngloGold Ashanti from practicing its CSR activities in the community? Yes [] No []

18. If yes, mention the challenges AngloGold Ashanti encounters during fulfilling its CSR commitments to the community.....

.....
.....
.....

19. How can these challenges be resolved to allow AngloGold Ashanti to carry out its CSR commitments successfully?.....

.....
.....

THANK YOU