

UNIVERSITY OF CAPE COAST

**AN ASSESSMENT OF THE CORPORATE SOCIAL
RESPONSIBILITY POLICIES AND ACTIVITIES OF GOLDEN STAR
(WASSA) LIMITED**

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UNIVERSITY OF CAPE COAST

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POLICIES AND ACTIVITIES OF GOLDEN STAR (WASSA) LIMITED

BY

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requirements for the award of the master of Business Administration (General
Management)

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation 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: Hamza Mikaela

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature.....

Date.....

Name: George Tackie

ABSTRACT

Mining companies in Ghana receive criticism from *inter alia* the media, civil society organizations, Governments and non-governmental organisations (NGOs) for not properly responding to the challenge of corporate social responsibility (CSR) to compensate for the negative effects of their activities in host communities. Although some mining companies plan and prosecute CSR policies and projects to improve their public image and increase economic opportunities and improve social welfare of people living in mining communities, these are perceived to be inadequate. This study examined CSR activities undertaken by Golden Star (Wassa) Limited.

Using a purposive sampling technique, the researcher sampled 100 respondents and used mixed research methods including observations, administration of questionnaires and conduct of interviews, data on GSWL's CSR activities in its catchment communities were gathered and analysed. The results were discussed and the study findings were arrived at. It was found that GSWL has CSR policies that shape its social responsibility activities and serve as workable set of criteria for assessing and benchmarking its CSR achievement in its catchment communities. GSWL maintains good relations with the communities it operates in by its CSR activities. However challenges were found to impede the implementation of CSR policies.

It is recommended that GSWL's implementation of CSR policies and projects with the catchment communities should take a wider participatory approach of involving local associations, chiefs, and opinion heads. CSR projects should be carried out by GSWL with the local community to promote collaboration and increase local learning and knowledge transfer.

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DEDICATION

This dissertation is dedicated to my entire Family.

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CHAPTER ONE

INTRODUCTION

Background to the Study

Corporate enterprises perform business activities to create value and make profit for their owners as well as deliver other benefits to stakeholders. They are value-driven, performance-driven, and stakeholder-driven (Maignan & Ralston, 2002). Corporate enterprises seek to make profit because they have to survive and remain as going-concerns, succeed and achieve competitive advantages and ultimately maximize shareholder wealth.

However, as crucial as their profit motivations may be, corporate enterprises must consider wider social, ethical and environmental concerns in their business decisions and operations. They must have a commitment towards sustaining the people and the environment in which they operate. This is because business depends upon society (Joyner & Payne, 2002) and the environment in which it operates.

CSR is a modern business concept which attempts to capture the necessity for corporate enterprises' to behave in socially responsible ways in their business environment. CSR has been proved to have significant impact on organization's economic and financial performance (Luo & Bhattacharya, 2008). Thus CSR is a key component of corporate strategy of most corporate enterprises. Some corporate enterprises are incorporating social responsibility as an important aspect of corporate management (Swaen & Chumpitaz, 2008).

In Africa, CSR is one way corporate enterprises can impact communities and environments in which they work. With CSR corporate enterprises can make meaningful contributions to improving governance,

ethical, labour, environmental and economic conditions of communities in African countries in which they operate while remaining sensitive to prevailing religious, historical and cultural contexts (Visser, 2007). CSR is associated with multinationals, which, given their vast wealth compared to the poverty of African countries and communities in which they operate, can have meaningful impact on communities in ways governments may not be able to do (Kim, Lee, Lee & Kim, 2010). It is believed that CSR is also a way big corporations can counteract negative perceptions indigenous people have about their business activities (Klin et al. 2010). This is true of multinationals companies involved in mining activities in mineral rich countries of Africa.

In countries of Africa endowed with mineral resources, mining is the economic activity many multinational enterprises engage in. Mining activities bring economic gains to mining companies, communities and countries. However, in exploiting mineral resources it is important that the activities corporate enterprises engage in be profitable, contribute to the socio-economic development of the communities endowed with the mineral resources, and be environmentally sustainable as well (Kennedy, 1997). CSR is one way mining companies can compensate for their social and environmental impacts and perceived exploitation of mineral resources in local communities (Hamann & Kapelus, 2004). Most mining companies are using CSR to remain in good standing in the public eye and secure a 'license to operate'. Some corporate enterprises use CSR for 'greenwashing' or mere window-dressing. However others are genuinely making impact with CSR policies projects in Africa.

In Ghana there appears to be grave concerns in the mining industry. Many stakeholders are demanding ethical, social and environmental

responsibility from mining companies (Amponsah-Tawiah & Dartey-Baah, 2011) given that mining companies are perceived to be achieving profits at great environmental and social costs to people, communities and the country as a whole. There is no comprehensive policy framework and institutional body to regulate mining companies and monitor their CSR policies and activities. The scattered laws and policies that touch on CSR of mining firms are uncoordinated and not effective. Individuals, advocacy groups, private and public agencies seeking to hold mining companies responsible for the effects of their activities and poor social responsibilities usually encounter difficulties in doing so because of the absence of CSR laws.

Since no national CSR policy presently exists in Ghana, it is assumed that mining companies in Ghana have their individualized concepts of CSR. It is perceived that the CSR policies and practices of most mining companies in Ghana are primarily meant to promote their own legitimacy in business than, in a much wider sense, lead to the improvement of social welfare and sustainable environment. Mining companies' CSR practices depend on individual perceptions of responsibility and their role in the communities in which they operate. CSR activities are based on mining companies' initiatives.

Golden Star Resources Ltd, incorporated on May 15, 1992, is an international gold mining and exploration company producing gold in Ghana. The Company owns controlling interests in several gold properties in southwest Ghana. Golden Star Resources claims that CSR is one of the core values that guide its business activities and relationships. This study is on the CSR policies and practices of Golden Star Resources in communities in the Wassa District of the Western Region of Ghana where it has operations.

Statement of the Problem

Mining activities in Ghana bring economic gains to mining companies, local communities and the country. However there are social, ethical and environmental concerns of mining activities in Ghana. The exploration, extraction and processing of mineral resources are activities widely regarded as one of the most environmentally and socially disruptive undertakings by business (Peck & Sinding, 2003). Social disruptions are about the change in social structures and systems of communities in which mining activities take place. Mining activities have permanent, harmful, irreparable, and irreversible effect on the environment leading to events such as heat waves, droughts, and floods. Many of the environmental disasters in mining areas in Ghana are leading to growing public concern about the activities of mining companies.

Mining companies in Ghana receive criticism from *inter alia* the media, civil society organizations, Governments and non-governmental organisations (NGOs). They are accused of not properly responding to the challenge of corporate social responsibility (CSR) to compensate for the negative effects of their activities in host communities. Mining communities in Ghana as custodians of mineral resources have unmet expectations of mining companies that operate in their communities. Although some mining companies plan and prosecute CSR policies and projects to improve their public image and increase economic opportunities and improve social welfare of people living in mining communities, these are perceived to be inadequate.

Golden Star (Wassa) Limited (GSWL) has as one of its core values as a mining company a commitment to be socially responsible in its catchment

communities. In an effort to fulfil its corporate social responsibilities GSWL has over the years executed many projects geared towards improving the livelihood of people living its catchment communities and the sustainability of the environment. However there are still concerns about the operational activities of GSWL in its mining communities. This is set against a background in which mining companies are already under considerable pressures arising from intensified media coverage of their activities. Interest groups, civil society organizations, government, private think tanks and other public institutions as well meaning citizens of Ghana express concern about the state of affairs in some mining areas in the Western Region of Ghana given frequent reports of perceived over exploitation and mismanagement of mineral resources, low standard of living and poor economic and social development of mining communities in these areas. Notable Civil societies concerned with CSR in the mining sector including Ghana Extraction Industries Transparency Initiative (GHEITI), civil society groups and Wassa Association of Communities Affected by mining [WACAM], constantly complain about mining activities that have deprived many communities of their livelihoods.

Undoubtedly, for all types of business, how a company is viewed and evaluated by stakeholders is likely to have a major impact its operations and interactions with its stakeholders and is, therefore, a matter of significant managerial interest. It is not known what GSWL's CSR policies are and its activities although its claims one of its core values as a mining company is the commitment socially responsible action in its catchment communities. Thus this study sought to examine GSWL's CSR policies and activities in communities in the Wassa District of the Western Region of Ghana.

Objectives of the Study

The study sought to assess Golden Star (Wassa) Limited's CSR policies and activities in its catchment communities. Specifically is sought to:

1. Assess the nature of Golden Star (Wassa) Limited's CSR policies.
2. Identify activities undertaken by GSWL in its catchment communities to fulfil its CSR policies.
3. Ascertain stakeholder's level of satisfaction with GSWL's CSR policies and activities in the catchment communities.
4. Identify challenges GSWL faces in implementing its CSR Policies.

Research Questions

To meet the objectives of the study, the following questions were specifically required to be addressed

1. What is the nature of Golden Star (Wassa) Limited's CSR policies?
2. What activities are undertaken by GSWL in its catchment communities in fulfilment of its CSR policies?
3. What is the level of stakeholder's satisfaction with CSR policies and activities of GSWL in the catchment communities?
4. What challenges constrain GSWL from implementing its CSR Policies?

Significance of the Study

This study focused on CSR policies and activities of GSWL in Ghana's mining industry. Thus the study will help stakeholders see what

GSWL's CSR policies and activities are and how whether they are successful in when working together with their catchment communities. CSR is viewed as an integral part of GSWL's operations and an instrument for improving the communities they operate in. It has made clear the level of success as well as challenges in the implementation of its CSR policies and activities.

Thus this study has unveiled the scope for GSWL to get together to partnerships with other stakeholders, experts, stakeholders and governments in a way that can influence the achievement of community development goals.

The study represents a significant step forward in understanding the principles and practices of social responsibilities as partner in its catchment communities. It contributes to CSR literature and suggests areas where future studies could consider. This will help to overcome the limitations of the present and previous studies and improve CSR practices in the mining sector.

Scope of the Study

Scope is an integral part of any research endeavour as it helps identify and refine issues, establish analysis criteria, and explore possible alternatives and their probable effects on the results of the study. Scope is useful to determine if issues are specifically related to the proposed study. The study took place in the Wassa District of the Western Region of Ghana. It focused on GSWL CSR policies and activities. This was to help empirically assess how GSWL' CSR policies were being put into practice and how this is helping achieve business profitability and community development objectives.

Limitations of the Study

The study was limited primarily by the methods, data quality and analysis employed. The data was primarily qualitative and the data collection procedures involved the use of perceptual measures. The researcher relied on the respondents' assessment of the issues being investigated in explaining the results of the study. The researcher encountered difficulties in collecting data as some of the people were not ready to participate in the study. Despite these limitations, this study was successful in meeting its objectives.

Organization of the Study

The study is organized into five chapters. Chapter One deals with the introduction which comprises background to the study, statement of the problem, objectives of the study and research questions, significance of the study, limitations and delimitations of the study. Chapter Two focuses on the literature review. The definition and evolution of the concept and definitions of CSR and issues relating to it were reviewed. Chapter Three is the methodology employed for the study. It discusses the research design, approach and methods as well as the population and sampling procedures of the study. Chapter Four is the results and discussion of the study arranged under key themes drawn from the analysis of data based on the research objectives. Chapter Five presents the summary of the findings, conclusions of the study and recommendations as well as suggested areas for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter is the review of literature. The concept of CSR and other related concepts and theories are reviewed in an integrated way to provide a theoretical framework for the study. Empirical literature is reviewed to give substance to theories. This review helps situate the study in literature.

Corporate Social Responsibility (CSR): Developments and Definitions

In the closing decades of the twentieth century and the early decades of this century corporate social responsibility has emerged as the new buzz word in business and society. CSR has gained currency in use and has become part of business policies and practices up to a point where it is seen as the latest management alternative (Guthey, Langer & Morsing, 2006). Although considered a relatively new concept in business appearing in the literature only in the last few years, the demands for socially responsible actions by corporate has been around since commerce began (Asongu, 2007). CSR is not a relatively new concept but is an old one.

In modern times, the concept of social responsibility of businesses was first mentioned by Shelton in 1924 (Chen & Wang, 2011). However it is argued that the modern era of CSR began in the 1950s with Bowen's (1953) publication of *Social Responsibilities of the Businessman*. Bowen (1953) defined the social responsibilities of businessmen as "... the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values

of our society”. The concept has evolved and its definition has undergone developments with increase in its use. The concept came into common use in the early 1970s with the rise of multinational corporations on the global economic and business landscape. Since then the concept of CSR has dominated business, academic, political and social debates resulting in multiple definitions of it in company policy documents, political documents, academic papers and civil society organizations’ documents among others.

Attempts made to define the concept have been many. In general corporate social responsibility (CSR) entails a set of standards by which organisations can impact their environment with the potential of creating sustainable development (Helg, 2007). Ullmann (1985) described CSR as “the extent to which an organization meets the needs, expectations, and demands of certain external constituencies beyond those directly linked to the company’s products/markets” (p. 543). It refers to the “obligations that companies have to integrate environmental and social parameters into their *modus operandi* and long-term development policies” (Swaen & Chumpitaz, 2008, p. 7). Moir (2001) defined CSR as: “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (p.18). CSR are “practices that improve the workplace and benefit society in ways that go above and beyond what companies are legally required to do” (Vogel, 2005, p. 2).

All the definitions mentioned above agree that CSR is about corporate behaviour ethically and sustainably for the benefit of all stakeholders in

society. Stakeholders are any groups or individuals who can affect or are affected by the achievement of the organization's objectives (Freeman 1984).

Although there have been many attempts to define the concept of CSR, a consensus has yet to be reached as to its standard definition. CSR is still elusive in theory and a consensus has yet to be reached on how it should be universally defined. CSR is an ethical concept that is gaining currency and ascendancy in use. However, since there is little consensus on what CSR means, there is a cause for concern. Owing to varying definitions the concept of CSR has led to the emergence of a variety of practices (Freeman 1984).

The Concept of Corporate Social Responsibility and Related Concepts

A plethora of concepts have emerged to express the role and responsibilities of business in society including Business Ethics, Corporate Citizenship, Corporate Social Investment, Sustainability, Corporate Environmental Management, Business and Society, Business and Globalisation, Stakeholder Management and Governance (Matten & Moon, 2004). Given its multidimensional nature and relative onset, CSR is considered the catchall phrase for all these well-known constructs. Thus the concept of CSR encompasses many dimensions of business activity ranging from the ethical, social, to economic to the environmental. CSR is in essence a collaborative of business and societal ideals. It is viewed as the relationship of business organisations with society as a whole, and the need for organisations to align their values with societal expectations (Atuguba & Hammond, 2006).

Given its multifaceted nature, CSR is related to some of the fundamental questions of human rights, labour, the environment and

corruption. Although it is used synonymously with other concepts according to Matten & Moon (2008) “CSR is an umbrella term overlapping with some, and being synonymous with other, conceptions of business-society relation”. Thus while it is acknowledged that CSR overlaps with other concepts and that these concepts have informed and shaped its development, it must be noted that it represents a far bigger business-society dynamic and goes beyond these concepts; combining essential understanding of each concept and extending its reach to include far more areas than each of them. The International Standards Organization (ISO) sees CSR as ‘a balanced approach for organizations to address economic, social and environmental issues in a way that aims to benefit people, communities and society’.

CSR is still in popular use, even though competing, complementary and overlapping concepts are all vying to become the most accepted and widespread descriptor of the field. CSR has become an established umbrella term which embraces both the descriptive and normative aspects of business-society relations, places an emphasis on businesses’ profitability as well as its accomplishment of its social responsibility policies, practices and activities.

Theories to Explain Corporate Social Responsibility

Theories of CSR are frameworks that try to organize knowledge to explain activities of CSR policies and activities. CSR activities of organizations are underpinned by theories that have been developed overtime. Some of these theories help to explain social disclosures pattern by organisations (Cooke & Haniffa 2005). These theories are reviewed below.

Legitimacy Theory of Corporate Social Responsibility

Legitimacy theory is whereby corporate social disclosures are motivated by the corporate need to legitimise activities (Hogner, 1982). This is where corporate management will react to community expectations (Guthrie & Parker, 1989). Thus, companies carry out activities that are acceptable by the community. This implies that companies will be cautious to ensure their activities and operations are acceptable to the community (Wilmshurst & Frost 2000). CSR can be used to appease some of the concerns of members of communities and also as a proactive legitimation strategy to obtain continued inflows of capital and to please ethical investors (Cooke & Haniffa 2005).

Stakeholder Theory of Corporate Social Responsibility

The “stakeholder theory begins with the assumption that values (ethics) are necessarily and explicitly a part of doing business” (Freeman Wicks & Parmar, 2004, p.364). The stakeholder theory was popularized by Freeman (1984) who sees the firm as a series of connections of stakeholders that the managers of the firm attempt to manage. He defined a stakeholder as “any group or individual who can affect or is affected by the achievement of the organization's objectives” (p. 46). The main proposition of the stakeholder theory is that corporations have more extensive duties to key stakeholder groups like employees, communities, customers, suppliers, and society as whole, than is strictly required by law. Murray and Vogel (1997) state that the way the firm is viewed and evaluated by stakeholders underlies all subsequent interactions. Stakeholders, acting either formally or informally, individually or

collectively, are a key element in the firm's external environment that can positively or negatively affect the organisation (Murray & Vogel 1997).

Fontaine, Haarman, and Stefan, (2006) pointed out, "The definition of a stakeholder, the purpose and the character of the organization and the role of managers are very unclear and contested in literature and has changed over the years" (p4). Gibson (2000) for example, argue that shareholders are but one of a number of important stakeholder groups. "In the same way that a business owes special and particular duties to its investors...it also has different duties to the various stakeholder groups" (Gibson, 2000, cited in Heath & Norman, 2004, p.2). Heath & Norman (2004) argue that this idea of "shareholders as just another stakeholder group" is not one that underlies corporate law in most market economies. In corporate law, shareholders are given preeminent status as the owners of the firm. Shareholders have the right to treat the firm as a vehicle to maximize the return on their investment. Heath and Norman (2004) argue that "Stakeholder theorists have underestimated the extent to which shareholder interests and shareholder control are crucial to furthering the interests of other stakeholders of the firm" (p2).

Economic Theory of Corporate Social Responsibility

Another theory that explains CSR activities is the economic theory. This theory associates CSR and financial performance by taking consideration of cost-related advantages, market advantages and reputation advantages (Chamhuri & Wan Noramelia 2004). CSR is said to improve the company's profitability and financial performance (Van der Laan, Van Ees & Van Witteloostuijn, 2008) create customer loyalty (Mandhachitara & Poolthong,

2011), and enhance firm reputation (Chen & Wang, 2011) and contribute to the continuing health and growth of business (CCPA, 2000). Carroll's pyramid of CSR, (that are, economic, legal, ethical and philanthropic) depicts, that economic category as the foundation upon which all others rest and then built upward through legal, ethical, and philanthropic categories. Carroll (1979) argues that without economic responsibility, it would be impossible to take other responsibilities. Carroll (1999) insists that economic viability is something business does for society. Lord Sieff, a former chairman of Marks & Spencer plc stated that: "Business only contributes fully to a society if it is efficient, profitable and socially responsible" (cited in Moir, 2001, p.5).

Environmental Theories of Corporate Social Responsibility

Environmental theories of CSR concern theories that try to explain the environmental implications of the company's operations, products and facilities; eliminate waste and emissions; maximize the efficiency and productivity of its resources; reward for externalities and minimize unethical practices that might adversely affect the enjoyment of the country's resources by future generations. Environmental theories emphasize the preservation and conservation of natural resources such as conducting recycling activities, noise reduction action plan to pursue noise improvement initiatives, water and process treatment and compliance with authority regulations and requirements. Many enterprises recognized the importance of their responsibilities towards the environment and take them seriously by setting targets for continually improving their performance. In the global economy, where the internet, the news media and the information revolution shed light on business practices

around the world, companies are more frequently judged on the basis of their environmental stewardship. Corporate organisations need to be sensitive to happenings in their environment and ensure sustainable practices since these contribute to the wellbeing of the citizenry (Gibson, 2000).

Corporate Social Responsibility in Africa

CSR involves businesses identifying their stakeholder groups and incorporating their needs and values within the strategic and day-to-day corporate decision-making process, thus a means of analyzing the inter-dependent relationships that exist between businesses, the economic systems and the communities within which they are operating. Academics and practitioners are increasingly focusing their attention on CSR, because of its significant impact on organization's economic and financial performance (Luo & Bhattacharya, 2008). In Africa, the definition and understanding of CSR is fraught with assertions that the concept is a '*western-imposed agenda*' (Visser & Tolhurst, 2010). According to Visser and Tolhurst (2010, p.1) "In the vast majority of Africa's 53 countries, CSR is still in its infancy. At worst, it is regarded with suspicion as an agenda of the North imposed on countries of the South. At best, it is embedded within the African context and used to address the continent's economic, social and sustainable developmental challenges."

Africa's diverse social and cultural context influences attitudes towards CSR (Klins, Van Niekerk, & Smit, 2010). Amponsah-Tawiah & Dartey-Baah (2011) observed differences in CSR between countries in Africa and those in the West and concluded that in Africa, CSR can be understood within the context of seven key drivers namely; cultural tradition, political reforms,

socio-economic priorities, governance gaps, market access, international standards and stakeholder activism. Therefore organizations must consider the unique cultural, socio-economic, and political contexts of African countries and the needs of their respective communities before formulating and implementing CSR programmes.

The assumption is that CSR is largely a western phenomenon is not far-fetched since CSR is a practice most likely to be found in countries with globally-active companies, democratic political structures, and active civil society organizations (Baskin, 2006). Most African countries lack the proper political and governance structures and active civil society to ensure CSR practices. There are therefore arguments that the poor regulatory and institutional context explains corporate irresponsibility and complicity in Africa or influences social, economic and environmental performance of firms. However, CSR practice is gaining roots in Africa and interest in CSR is growing due to growing interest in Africa as a continent in the face of globalization, rise in foreign direct investment and international trade. The assumption is that companies that trade more with westernized countries might be expected to raise their levels of CSR (Muthuri & Gilbert, 2011). However, CSR scholarship as well as literature in Africa are little and rudimentary.

Challenges and Limitations of CSR implementation

CSR policies, strategies and programmes indicate the level of commitment of an organisation to its social responsibility ideals. However companies face challenges and limitations as they implement CSR. These usually relate either to political issues or to organisational-level concerns and

at societal level result from embedded cultural practices. McGraw (2005) considers the biggest challenge in the field of CSR implementation to be the development of leaders for a sustainable global society. According to this author, the challenge will be to develop leaders for a sustainable global society by encouraging imagination and the accomplishment of a positive change. The literature reveals that while there is much talk of what companies should do, information on, and analysis of what companies are actually doing in practice (and process) is lacking (Blum-Kusterer & Hussain 2001, p.1). Lack of government control and involvement is highlighted as a major challenge in addition to the unwillingness of companies to engage in CSR activities.

Corporate Social Responsibility (CSR) in the Mining Sector in Africa

The mining, oil and gas industries have by far the most advanced CSR programs in Africa, due in large part to the negative image they receive in the press. Many countries in Africa have extensive mineral resources. Ghana is endowed with rich natural resources including bauxite, diamonds, gold and manganese. Ghana's mineral endowment potential is well known internationally and documented (Keatley, 1992). In Ghana, mining is in two types; large scale and small scale. Large-scale mining is conducted as surface mining by big mining companies, producing gold, diamonds, bauxite and manganese. Historically, the mining sector has brought important economic gains to both mining companies and local communities.

The Ghana Extractive Industries Transparency Initiative (GEITI), established after the launch of the Extractive Industries Transparency Initiative (EITI) by the Prime Minister of the UK at the World Summit on Sustainable

Development in September 2002 has as its core principles of transparency and accountability. It serves as an avenue for promoting CSR in the extractive industry. It is evident from the above that CSR in Ghana has just started with large scale multi-national companies especially those operating in the extractive industry leading the path (Tawiah & Baah, 2011).

In the mining sector CSR refers to a company's voluntary actions to either reduce the negative impacts of mining or to improve the living conditions of the local communities where they operate. Voluntary actions are those that go beyond legal obligations and binding contracts (Anon, 2012). CSR programmes of mining companies tend to focus on community initiatives because the economic, social and environmental impacts of their operations are basically felt greatest at the local level. Maintaining a license to operate is a constant challenge. Other business reasons why mining companies undertake CSR activities (Jenkins & Obara, 2008) include: obtaining competitive advantages, receiving and maintaining a stable working environment, managing external perception and maintaining good reputation among others.

In Ghana the large scale mining companies, which are members of the Ghana Chamber of Mines (GCM), have set up Trust Funds to ensure adequate funding for their social investment activities. CSR programmes consist of investments in infrastructure, investments in building social capital, and investments in building human capital. Most mining companies concentrate their CSR activities in the areas of education, health, alternative livelihood programmes and income generating activities. Also reforestation, alternative energy supplies, and vocational training for mining communities are just a few of the ways the mining industry demonstrates CSR (Anon, 2012).

In Ghana, critics of mining companies have called on the Government of Ghana (GoG) to hold the mining companies accountable instead of being an accomplice in an act that exploits the country's mineral resources and creates death traps for the people instead of liberating them from hunger, illiteracy, vulnerability and other social problems (Boon & Ababio, 2009).

Measures Corporate Social Responsibility (CSR)

CSR is a multi-faceted construct. It evolved from Bowen's (1953) early work on the social responsibility of the businessman and Davis's (1973) essay on the pros and cons of CSR; to Carroll's (1979) CSR model of economic, legal, ethical, and discretionary domains; to Wartick & Cochran's (1985) addition of "issues management"; to Wood's (1991) seminal, multilevel, theoretical framework of the principles, processes, and outcomes of CSR. Rowley (1997) advanced the thinking to include a network perspective on stakeholder management as part of Wood's CSR model.

The most used approach to CSR disclosure measurement consists of content analysis of annual reports, letters to shareholders, 10Ks, and a number of other corporate disclosures to the public as surrogates of CSR. Content analysis is employed to compare units of text against particular CSR themes in order to draw inferences about the organization's underlying social responsibility performance (Abbott & Monsen 1979).

A second approach to measuring CSR is the use of ratings such as Fortune magazine ratings of a corporation's responsibility to the community and environment (Fombrun & Shanley 1990). Another rating include Kinder, Lydenberg, Domini (KLD) ratings (Berman, Wicks, Kotha, & Jones, 1999).

On variables that are included in most measures include; employee relations, the natural environment, product quality, treatment of women and minorities, and community relations). Although these 5 dimensions are the ones most commonly used in CSR research, no empirical evidence has been presented to support the inclusion of these 5 dimensions over any others.

In this study the researcher focused on alternative livelihood opportunities, the natural environment and community development. Thus the researcher collected information regarding community relations, economic livelihood opportunities, and environment issues. The instruments for data collection were used to solicit information on the sort of improvements that have taken place in the lives of the people living in that area as a result of the company's activities in the area. The researcher gathered data on social, economic and environmental effects of activities of the company in the area.

The reason the researcher used this self-developed measure of corporate social responsibility in the study is because in Ghana there are no academically or practically acceptable social responsibility ratings like in foreign countries exist in Ghana. Although the Environmental Protection Agency has its meaner, this offers a generic approach to measuring CSR and is flawed in the way it majors on only environmental concerns and does not consider social, ethical and community context and individual differences, views and experiences which shape peoples dispositions toward CSR activities. The researcher defined CSR to enable participants understand it and developed context-specific interview guide, and self-rating questionnaire to measure the perception of people in the community about GSWL's CSR activities. These helped the research to comprehensively evaluate the

perception of GSWL's CSR activities in communities grounding such evaluations in the views and experiences of the people themselves.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter is the methodology that was used in investigating the research problem. The researcher discusses the research design, profile of the company, the study area, population, sampling, data collection and analysis.

Research Design

This study employed a descriptive research design the study sought to describe the conditions persisting in the study area and the CSR activities of GSWL in the area. An attempt was made to describe the nature of CSR practices and processes that are going on, or trends that are developed (Best & Kahn, 1998). The descriptive study design was used as the study was non-interventional and sought to describe the problem without any manipulation.

Based on the descriptive design, a case study approach was used. Robinson (2002, p.178) defines case study as a “strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”. Since it was impractical and extremely expensive to study the CSR activities of all mining companies, the researcher concentrated on GSWL. The aim of a case study was to “generate an intensive examination of a single case” and then “engage in a theoretical analysis” as posited by Bryman (2004, p.52). The case study strategy was suitable as this study dealt with issues in-depth using multiple data. Stake (1995) observed that case study research is concerned with investigating the nature and complexity of a particular case in depth.

Profile of Golden Star (Wassa) Limited and the Study Area

Golden Star Resources Ltd, incorporated on May 15, 1992, is an international gold mining and exploration company producing gold in Ghana, West Africa. The Company also conducts gold exploration in other countries in West Africa and in South America. Golden Star owns controlling interests in several gold properties in southwest Ghana. Through a 90% owned subsidiary, Golden Star (Bogoso/Prestea) Limited (GSBPL), it owns and operates the Bogoso/Prestea gold mining and processing operations (Bogoso/Prestea) located near the town of Bogoso, Ghana. Through another 90% owned subsidiary, Golden Star (Wassa) Limited (GSWL), Golden Star Resources Ltd owns and operates the Wassa gold mine located approximately 35 kilometers east of Bogoso/Prestea in southwest Ghana. The property includes several open-pit mines, the nominal 3.0 million ton per annum CIL Wassa plant with its crushing and grinding circuits, a fleet of mining equipment, a tailings storage facility, ancillary facilities, including an administration building, a warehouse, a maintenance shop, a stand-by power generating facility and an employee residential complex.

The Wassa Mine was discovered and developed in the late 1990's by a joint venture between Glencar Mining plc, Moydow International Mines Inc. and the Government of Ghana. The mine was developed in 1998 at a capital cost of about \$43 million as a conventional open pit operation followed by heap leaching. Gold production commenced in January 1999 with a mine life of six years. However, gold recoveries from the heap leach were slower and lower than expected resulting in a negative impact on the project's production, cash costs and cash flow. Consequently in 2001, the secured lenders to the

project enforced their security over the project and agreed to sell Wassa Mines to Golden Star. Wassa was redesigned as a conventional Carbon-In-Leach (CIL) milling operation and since 2005 the mine has been a successful operation (Anon, 2013b).

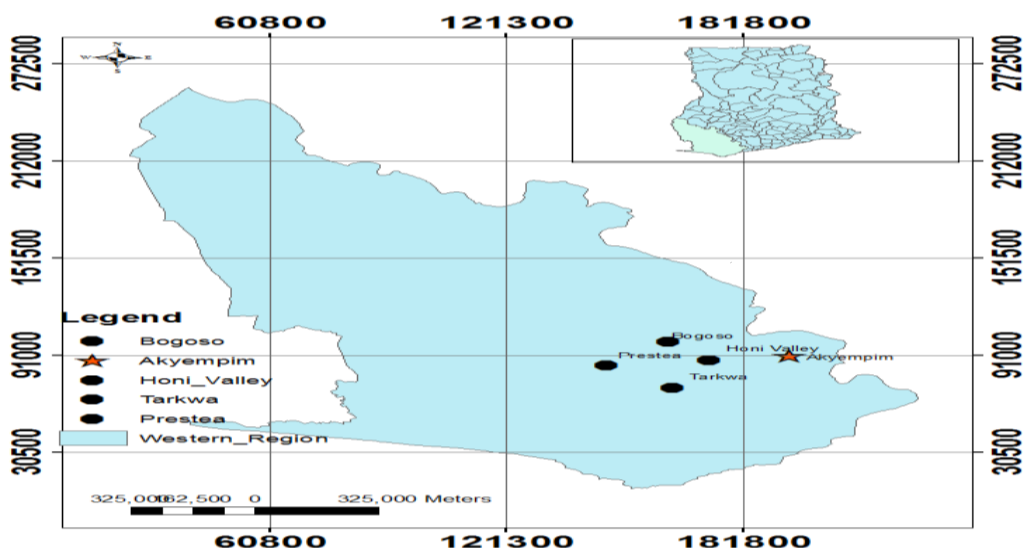
GSWL also owns and operates the Hwini-Butre and Benso mines located 80 and 50 kilometers, respectively, south of Wassa. In 2008, Benso mining operations commenced to provide a source of high grade ore to the Wassa processing plant and in 2009, mining operations at Hwini-Butre also commenced to provide even higher grade ore to the Wassa mill (Anon, 2013a).

Golden Star (Wassa) Limited (GSWL) practices owner mining but uses the services of other contractors when the need arises. GSWL conducts its operations using the conventional open pit methods. A two shift system (night and day) is used with operators working for five days and two days off for day shift and three days off for night. Each of these shifts use excavators, graders, water cat, dump trucks, bulldozers and drill rigs for the operations. The mine has four excavators manufactured by Liebherr, twelve Caterpillar 777D and four 773F dump trucks, three Atlas Copco drill rigs, two Cubex 560, two Pantera Dp 1500i.

GSWL operations cover a number of communities. The Akyempim community is located approximately 2 km from Golden Star's Wassa processing facility and several of GSR's active open-pit mines. While Akyempim has remained one of the mineral resource rich communities of the country, it is not among the best developed communities in Ghana. Akyempim is an interesting community to consider as a research area owing to

the fact that gold mining has existed for some period and whiles one would expect that it would be among the best developed communities in the country this is not the case. Golden Star (Wassa) Limited (GSWL) has for some time now been priding itself with being socially responsible and also making the Akyempim community better off than how it was before. It is the perceived that the Akyempim communities do not feel the same way. The choice of the study was influenced by these conflicting perceptions. Figure 1 shows the map of Ghana and Western region indicating the location of Akyempim.

Figure 1: Location of Akyempim on the Ghana Map



Source: GSWL Policy Documents, 2013.

The Awunakrom community is located near Golden Star’s Father Brown operations. The Father Brown pit is one of Golden Star’s most important ore bodies for the Wassa operations. Togbekrom is a local community in our Wassa catchment area. Due to the proximity of the community to the operation’s tailings storage facility — and to enable the development of an adjacent facility — Golden Star initiated resettlement negotiations with the community. The process culminated in 2012, with a

new site constructed equipped with 215 residential units, schools, churches, an early childhood education centre, and a community centre (among others).

Benso is located approximately 5 km south of Golden Star's Benso mine site, which is the former site of many of the company's open pits. Other communities within close proximity to Benso include the villages of Ningo and Subriso. Benso, Ningo and Subriso are part of GSWL's operations.

The choice of the communities in Wassa District in the Western Region was to help the researcher understand perspectives shared by people in those communities as an opportunity to gather local knowledge on GSWL's CSR policies and activities and identify the improvement or otherwise in the social, environmental and economic lives of the people in the study area.

Population of the Study

According to Baumgartner, Strong, and Hensley (2002), the population is the focus of a researcher's effort. Sekeran (1990) defines population as the entire group of people, events or things of interest that the researcher wishes to investigate. The target population for the study comprised officers of GSWL, individual members of communities in the study areas, chiefs and traditional authorities, experts from advocacy groups and public agencies among others since these people are aware and affected by activities of GSWL. It was not possible to know the size of the population of the study given that there is no statistics on the different groups that formed the population of the study.

Sample and Sampling Method

A sample is a set of items or individuals or units, selected from a larger aggregate or population from which information is to be obtained. The sampling technique used was convenient sampling technique this involved selecting as many people who could provide the information needed. In all ten (10) officers of GSWL, six (6) Community Consultative Committee (CCC) members, ten (10) Community Mines Consultative Committee (CMCC) members, eight (8) government officials and sixty six (66) members of the community were included in the sample of the study.

Sources of Data

Both primary and secondary sources of data were used for the study. In-depth Interview, questionnaires and observation were used in collecting the primary data while the secondary data were also sourced from the company policy documents, annual publications, information from the internet and GSWL's Community Relation Department on CSR practices and activities with regard to their assessment in the catchment communities including Akyempim, Old Subri, Nsadweso, Kubekro, Togbekrom, and Dwabeng.

Data Collection Methods

The researcher made close observation of the economic activities and development of the people in the communities. Photos to serve as snapshots of these activities and development were taken to serve as my main source of data. Document and text analyzing has to deal with taking a critical look at some relevant written materials as well as internet materials that may be

available for the area of research. Interviews in qualitative research could be either unstructured or semi-structured. In order to develop know the policies, activities and practices of GSWL, the researcher carried out a thorough content analysis of the corporate social responsibility (CSR) reports published by the company. Content analysis is defined as a method of codifying text into different groups depending on selected criteria (Weber, 1990). This research method commonly used to assess social and environmental disclosures of a company is content analysis (Milne & Adler, 1999).

Questionnaires were also administered to members of the communities. The first part of the questionnaire solicited information about respondent's demographic background including gender, educational background, among others. The second part asked respondents about how they feel or think about an issue relating to GSWL's CSR activities in their communities. On a five-point, Likert type scale, respondents were asked to choose one outcome from a range of five indicating their feeling. Questionnaires were suitable because they were less time consuming to complete and analyze and provided an opportunity for obtaining unanticipated perspectives on issues (Easterby-Smith, Thorpe & Lowe, 2002, p.133).

Seeking answers to some research questions required not only describing relationships between variables, but also examining the experiences of people. Thus the researcher conducted in-depth interviews with residents of each community to find out respondents' experiences of CSR activities in their communities. Bryman (2004, p.323) acknowledges that with semi-structured interviews, the researcher may have an interview guide and follow it to some

extent. Semi-structured interview is also a bit flexible and makes room for the researcher to change the style of the interview if it becomes necessary.

Interviews took from 30 minutes to 2 hour, but with the majority in the 40-50 minutes range. Apart from the interviewing members of communities, the researcher also interviewed some workers of the GSRL, which included senior staff and junior staff. The senior staffs comprise the workers in top management positions; in the high income bracket, while the junior staffs are those in low management and other positions and in the low income bracket. Members of the Community Consultative Committee (CCC) set up by the GSRL to be a liaison between the company and the community as far as the concerns of the communities and the social responsibilities of the company are concerned were also interviewed to gather data.

Field Work and Ethical Consideration

The field work for this research was done within a period of twelve weeks. It involved the conduct of interviews, analysis of documents, administration of questionnaires and non-participatory observations. There were ethical considerations. Well (1994) defined ethics of research in terms of code of behaviour appropriate to researchers in the conduct of research. Babbie (2005) on his part considered ethics of research to concern the methods employed in data collection. To meet ethical standards in collecting data for this research, the researcher ensured that data collected was of high quality and that ethical guidelines were strictly followed. The researcher avoided the situation of unethically obtaining data without going through proper legal and administrative procedures. The researcher asked permission from management

of GSWL to do the research. The researcher ensured that in the administration of the questionnaire and conduct of interviews, the consent of all participants was sought. Participants were fully informed of the essence of the research and had right to withdraw from the study at any time if they chose to do so. The privacy of respondents was upheld. The researcher ensured that their responses obtained were used for academic purposes only.

Data analysis

In analysing data, the main task was to understand the case through teasing out relationships, probing issues and aggregating the data categorically (Stake, 1994). Stake (1994) advocated thematic approach to data analysis where themes and patterns are developed from the data collected based on the research questions. The major challenge was how to organise data in a sensible framework so that it can be interpreted from a holistic and objective point of view and act as a guide for answering the research questions.

In this study, the nature of responses warranted thematic analysis of the data collected. A level of measured but subjective interpretation was applied in analysing responses to the questionnaire which were closed-ended questions. In the course of processing and interpreting the available data, it became evident that although CSR is conceptually embedded in GSWL's business domain, it is implemented within a broader social, economic and political context of different communities. Therefore CSR activities are contextually shaped. The boundaries and possibilities of CSR are therefore not exclusively determined by business but by the interaction of business and society.

Statistical Package for Social Sciences (SPSS) was used to process the data. Results are presented in pie charts and tables to aid discussions.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the results and discussions of the study. Through observations, document analysis, administration of questionnaires and conduct of interviews, data on GSWL's CSR policies and activities in its catchment communities were gathered and analysed. The results are presented and discussed with reference to previous findings and theories which serve as evidence in support of or in contradiction to the results of the present study. In the case of interviews, extracts of responses to questions are incorporated as evidence. To preserve privacy and uphold confidentiality, generic terms like 'senior staff', among others are used in place of personal names.

Corporate Social Responsibility Policies of Golden Star (Wassa) Limited

The first objective of the study sought to find out GSWL's CSR policies; that is the set of principles which inform and guide the design and implementation of corporate social responsibility strategies of the company. By reviewing GSWL's policy documents the researcher gathered that Golden Star Resources, the parent company of GSWL, is committed to being a part of communities in which it operates by maintaining and building strong relationships with members of the communities based on mutual respect and recognition of each other's rights, together with an active partnership and long term commitment to the betterment of the communities. This was found to be true of GSWL which is a subsidiary of Golden Star Resources. The researcher

found Golden Star Resources has a written CSR policy document which stipulates its principles and practices of CSR in catchment communities.

The following elements are included in its CSR Policy;

- *Ensure leaders and managers are committed to creating a culture that makes community relations and protection of human rights an integral part of the short and long term operations and performance management systems;*
- *Implement policies on ethical conduct and human rights;*
- *Provide training to employees and contractors so that they understand community obligations and objectives and the need to build and foster strong links with community partners as a fundamental part of our business;*
- *Wherever appropriate and feasible, set operating standards that exceeds relevant laws and regulations and international protocols of which Golden Star is a signatory;*
- *Respect the social, economic and cultural rights of indigenous people;*
- *Engage in accurate, transparent and timely two way consultation to discuss short and long-term plans to address the concerns of the partners;*
- *Develop lasting relationships built on mutual trust and respect so as to reach agreed objectives and shared involvement;*
- *Share success by partnering with third party stakeholders in appropriate and sustainable community development programs;*

- *Develop long-term alternative economic and capacity building projects to provide enduring social and economic benefits from operations;*
- *Regularly review and audit performance on community relations and human rights matters relative to policies and standards; and publicly report performance on community relations and human rights matters.*

The researcher found that Golden Star Resources, in order to implement its CSR policies set up a development fund called the *Golden Star Development Fund Foundation (GSDF)* which accumulates funds purposely to finance CSR activities in its catchment communities. It is stated in the company's Corporate Social Responsibility Report, 2013, that:

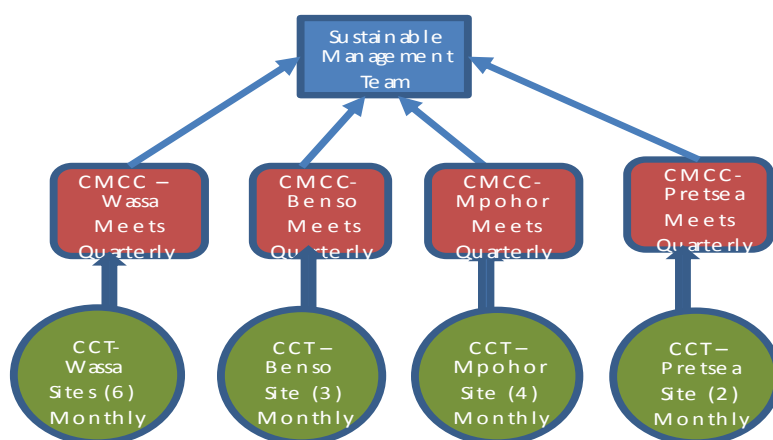
“Our mines have a finite life. Therefore, to provide the opportunity for longer-term benefits from our operations, we established the Golden Star Development Foundation (GSDF), which is funded with US\$1 for every ounce of gold produced plus 0.1% of pre-tax profit. The GSDF funds a variety of community projects, including health, education, and community infrastructure initiatives that are selected by local Community Mine Consultative Committees (CMCC) that represent our 80,000+ local stakeholders.” (GSR, CSR Report, 2013).

Some officers of GSWL who were interviewed on this issue disclosed that apart from using the GSDF to finance its CSR activities, GSWL also has a policy which allows it to finance its CSR activities from its own coffers. This is how one officer puts it:

“... There are GSDFE-assisted projects (projects funded from the development fund) and GSWL-assisted projects (projects directly funded from the company’s own coffers outside the foundation fund). This shows the commitment GSWL makes to ensure that it funds its CSR policies...”

The researcher also found that the design and implementation of CSR policies involves collaborative effort of many individuals and groups. As a partner of choice GSWL laid down structures to engage with local stakeholders in order to report and communicate on its business and address the needs of communities. The means by GSWL’s CSR policies and activities are conveyed to stakeholders include regular dialogue with stakeholders – including but not limited to public meetings, open houses, and sensitization forums – is central to understanding key issues and concerns related to its operations, and, in turn, help realize sustainable solutions suitable to multiple stakeholders. GSWL has a three-tier engagement plan shown in Figure 2.

Figure 2: Golden Star’s Three-Tier Community Engagement Plan



Source: GSWL Policy Documents, 2013.

The first tier is a sustainable management team which is part of the company. The second tier is the Community Consultative Committees (CCCs) and Community Mine Consultative Committees (CMCCs), the main conduits for GSWL's ongoing dialogue with local stakeholders. It is stated in GSWL's CSR, 2013, Report that: *"The CMCCs are made up of local community leaders and they serve as the focal point for our community partnerships allowing communities to select the types of projects they see as important for the development of their communities"*. Comprised of some 211 representatives of local communities, these bodies convene regularly to communicate on Golden Stars plans and operations in addition to being primary channels of communication for community concerns. The community affairs superintendent is the chairman of CMCC plus representatives from the district assembly and all assembly members at each site including Wassa, Benso and Mpohor. Meetings are held quarterly to discuss community development issues and strategize how to implement development projects.

The third tier is the CCT in each community whose members include the chief, chief farmer, youth representatives, appointee-religious leader, assembly member, women's leader and committee chairman. Meetings are held monthly in each of the following communities: Wassa, Mpohor, Benso and Pretsea, to discuss community concerns of GSWL operations and CSR activities.

The researcher interviewed executives of GSWL to find out what informed its CSR policies. It was found that both internal drivers and external drivers informed the company's CSR policies including;

1. Self regulation (Companies' perception of benefit for itself and communities and driven by instrumental, strategic, altruistic reasons)

2. Governmental regulation (i.e. compliance with the laws e.g. laws and policies on mining, the Ghana Business Code 2006, etc. compelled it to adopt CSR policies)
3. Civil/Social regulation. (NGO activism e.g. Community pressure forced the company to formulate CSR policies.)

International regulation (international conventions, codes of conduct and industry best practice; Growing adoption rates of ISO 14001)

The finding that community pressure and pressure from international laws informed the company's CSR policy confirms Waddock (2004) finding that public pressure has been changing corporate behaviour of organizations. The finding that the perception of the company which shaped its CSR policies is consistent with the research findings of Tina (2002) who found that CSR has become a corporate strategy for many companies to improve their brand.

From what was found, GSWL's CSR policies provide a useful and workable set of criteria for assessing and benchmarking its activities.

CSR Activities Undertaken By GSWL in its Catchment Communities

The second objective of the study sought to find out activities undertaken by GSWL in its catchment communities in fulfilment of its CSR policies. To find answers to questions asked under this objective, the researcher first reviewed GSWL company documents to discover CSR activities undertaken. It was found that GSWL concentrates on key areas in its activities including: Social Cohesion and Community development, Education and School Care, Health, Environmental protection and Economic Empowerment and Enterprise

Development and infrastructure improvement. Some of the major milestone CSR activities that have been undertaken so far are highlighted below.

Community Development Initiatives

Many CSR activities with community-wide benefits have been undertaken by GSWL in an effort to meet its CSR policies. Major community activities undertaken by GSWL, it was found in GSWL's CSR Annual Report, 2013, is the construction of community centres. It is stated in the report that:

“Community centres were built at Bondaye, Chujah, and Kwame Niampah in the Bogoso area and Nsadweso and Awunakrom in the Wassa area. Each is equipped with an office, store room, electrical access, and seating. A 300-seat community centre was also built at Pretiat as part of the Awunakrom resettlement project... The community centres serve as an important social amenity for local residents as the venue for events such as weddings, engagements, and graduations as well as the location for stakeholder consultation sessions. In 2013, the construction costs for the community centres totalled US\$0.33M” (GSR, CSR Report, 2013).

As part of the non-participatory observation approach adopted in this study, the researcher visited and viewed all the community centres built by GSWL for its catchment communities to serve as multipurpose halls and centres for the following: funeral gatherings, wedding receptions, meeting grounds, get-together occasions, naming ceremonies, church conventions and among other uses. Figure 3 is the picture of Subriso Community Centre.

Figure 3: Subriso Community Centre



Source: Field Survey, 2014.

Education and School Care

In fulfilment of CSR policies in its host communities, GSWL built a number of schools in its catchment communities to help provide quality education. It stated in its CSR Annual Report, 2013, that: “*Since 2007, Golden Star has built 6 schools (via the GSDF), provided bussing to school for 7 communities, paid scholarships to over 580 students and subsidised educational expenses for some 3,000 other students each year*” (GSR, CSR Report, 2013). To substantiate these claims made by GSWL in its CSR Report and as part of the non-participatory observation approach adopted in this study, the researcher visited and viewed some of the school buildings GSWL built for catchment communities to serve as centres of learning. Figure 4 is the picture of a 6 Unit Classroom Block for the Akyempim Community.

Figure 4: Akyempim 6 Unit Classroom Blocks



Source: Field Survey, 2014.

It was found that, apart from classroom blocks, teachers quarters have also been built by GSWL in fulfilment of CSR activities in its catchment communities to serve as motivations for teachers to stay in the community to teach. Figure 5 is the picture of Teachers Quarters in Ningo Community.

Figure 5: Ningo Teachers Quarters



Source: Field Survey, 2014.

Scholarship Awards

In was also gathered that apart from the classroom blocks and teachers quarters built by GSWL, the company has a scholarship and awards scheme to support the brilliant but needy children in its catchment communities and as makes other corporate donations and educational assistance to schools within its catchment areas. GSWL has had about 118 students on its scholarship scheme since 2008 who receive GH¢250.00 for boarding school or GH¢160.00 as day students to help them through senior high school education. Table 1 shows the distribution of students on the scholarship scheme.

Table 1: Number of Students from Local Communities on the Scholarship Scheme

Communities	Number On The Scheme
Akyempim	17
Kubekro	9
Akosombo	3
Togbekrom	6
Nsadweso	16
Old Subri	17
Brofoyedur	5
Ateiku	1
Anyinabrem	1

Source: Field Survey, 2014.

Environment

CSR activities undertaken by GSWL relating to the environment centre on the prevention of pollution, waste management, road maintenance and dust

suppression and control and corporate strategies towards climate change, biodiversity and resource security. As part of its commitment to controlling pollution Golden Star (Wassa) Ltd (GSWL) routinely embarks on both internal and external road maintenance both within and around its six catchment communities. This is to ensure that roads between and within catchment communities are good to ply by both workers and indigenes to avoid any incidents or accidents from occurring due to bad road conditions.

In addition to road maintenance, GSWL has put in place measures to effectively ensure that dust generated from its activities is very much suppressed. The dust comes from: roads (within its catchments communities as well as haul roads and access roads within the company); pit operations (blasting, drilling, and movement of vehicles) and plant processing site (movement of vehicles, processing machines (mill, crushers, and conveyors).

The researcher observed that to control the dust, GSWL has big water boozers to carry out effective watering exercises within its catchment communities and around, and on its haulage roads. There are also boozers at plant site to do effective watering to suppress the dust that emanate from the mill, conveyors, vehicle movement and crushers. There are also boozers at the pit site to suppress dust from drilling, blasting and excavation activities.

The health, safety and environment manager of the company said that “GSWL has a monitoring team which carries out routine (monthly) dust monitoring to make sure dust in the atmosphere is not above EPA standards.”

Figure 6 and 7 are pictures of GSWL’s water boozers and dust monitoring.

Figure 6: Water Boozer



Source: Field Survey, 2014.

Figure 7: Dust Monitoring



Source: Field Survey, 2014.

Market places

Management of GSWL in collaborative efforts of one of its three tier engagement plan, the Community Mines Consultative Committee (CMCC) has put in place a system such that each year a community benefits a major project from the company's Development Fund. Since the commencement of this rotational benefit package, no community has made a request for a market place. A survey shows that most communities have an existing market and so they rather place priority on other infrastructural facilities. Nonetheless, assistance has been rendered to Mpohor community by filling and leveling their marketplace. This initiative was to reclaim a flooded area at the market which affected market activities. It made people unwilling to patronize to go to the place after heavy down pours because the place becomes flooded. After

GSWL's interventional initiative, activities are very lively at the market place with no apprehension for flooding. Figure 8 shows a picture of the project.

Figure 8: Mpohor Market



Source: Field Survey, 2014.

Places of conveniences

To assist its catchment communities, GSWL has provided a number of toilet facilities to this effect. Meanwhile, construction of places of convenience is on-going in some communities such as Nsadweso, Awunakrom and that of Kubekro is yet to be initiated. This is shown in figures 9 and 10.

Figure 9: Akyempim Aqua Privy

Fig. 10: Mpohor WC Toilet Facility



Source: Field Survey, 2014.

Source: Field Survey, 2014.

Electricity

With respect to provision of electricity to catchment communities, a number of communities are currently enjoying the benefits of Golden Star electrification project since 2008 including Akyempim, Nsadweso, Kubekro, New and Old Subri and Ateiku. According to GSWL's CSR Report, 2013;

“Community electrification rates increased from 54% in 2007 to 59% in 2009. Through the GSDF, we have provided access to electricity or supported its distribution to residents in Prestea, Mbease Nsuta, and Akyempim (communities with some 40,000 residents), as well as 3 school blocks, a community clinic and our resettlement communities”

Medical Supplies

As part of its Corporate Social Responsibility to be a partner of choice, GSWL assists its catchment communities beyond educational and or developmental activities by making donations of medical supplies to help health facilities deliver quality health care to members of the communities. *“Through an ongoing partnership with Project C.U.R.E., Golden Star and the GHS continued to distribute medical supplies (valued at approximately US\$0.4M to local communities in 2013). This was all made possible by contributions from the GSDF/CMCCs” (GSR, CSR Report, 2013).*

It is clear that GSWL has a clear CSR policy and has a set of programmes and projects going on or haven been completed in the study area as evidence of this policy in practice. It is however clear that more could be done in the study area. It was gathered that since GSWL is undertaking these CSR activities based on their initiatives and probably in competition with other firms but not in compliance with CSR regulations of the government (since there are yet to be very clear-cut policies on CSR for the mining sector). Thus GSWL picked and chose projects which suit their policies and may not be beneficial to the members of communities in which those projects take place.

Satisfaction with GSWL’s CSR Activities in its Catchment Communities

CSR activities undertaken by GSWL in communities it is operating may be initiatives that bring satisfaction to people or not. The third objective of the study sought to find out the level of people’s satisfaction with GSWL’s CSR activities in their communities. This was more of an impact assessment of its

CSR policies; an assessment of the direct and indirect consequences of GSWL's CSR activities in its catchment communities. It was also a form of independent verification; a process of independent review to provide assurance that GSWL's report of its CSR activities represents reality on the ground as felt and seen by the people in the communities. This will help us know the differences in what CSR policies and activities GSWL has provided and what the communities expected. The reason is that it is the people in these communities that can best judge the success of GSWL's CSR activities.

To achieve this objective a survey was conducted by administering questionnaires. Of a total of 100 questionnaires 66 people in the catchment communities including Akyempim, Old Subri, Nsadweso, Togbekrom, Kubekro and Dwabeng, completed and returned them. This was to determine the perception of members of communities of GSWL CSR activities.

Demographic Profile of Respondents

The demographic characteristics give a general overview of the study population within which the sample for the study was drawn. The purpose is to bring context and understanding to the responses of participants and help readers appreciate their unique perspectives of issues GSWL's CSR activities. The first section of the questionnaire helped to obtain demographic information about the respondents. Demographic variables analysed include; gender of respondents, age of respondents and length of stay in the study area.

Gender of Respondents

Results of data analysed on gender of respondents show that 62.1% of the respondent were male while 37.9% of respondents were female. The age distribution of respondents is displayed in Table 2.

Table 2: Gender of Respondents

Education	Frequency	Percent
Male	41	62.1
Female	25	37.9
Total	66	100

Source: Field Survey, 2014

The gender distribution of respondents would have a bearing on the responses they gave since gender determines employment or alternative livelihood opportunities that are expected among other things.

Level of Education of Respondents

Results of the analysis of information on the level of education of respondents show that 12.1% of the respondents had no formal education, majority of the respondents, 39.4%, had Middle School Living Certificate (MSLC), Junior Secondary School or Junior High School level education, 6.1% had either Advanced level (A-level) or General Certificate of Education (GCE), 13.6 % of respondents had a Senior Secondary School or Senior High School education. 28.8% of respondents had a tertiary level education. Table 3 shows the distribution of the level of respondents' education.

Table 3: Level of Education of Respondents

Response rating	Frequency	Percent
No Formal Education	8	12.1
MSLC/JSS/JHS	26	39.4
A-Level/GCE	4	6.1
SSS/SHS	9	13.6
Tertiary	19	28.8
Total	66	100

Source: Field Survey, 2014

From the results presented in Table 3, it is clear that a majority of the respondents, 39.4%, had Middle School Living Certificate (MSLC), Junior Secondary School or Junior High School level education. This was followed by those with a tertiary level education. Respondents' educational level is very important in their perception of CSR activities. A respondent's educational level could influence his/her expectation and or satisfaction of CSR activities.

Employment Status of Respondents

Results of the analysis of information on the employment status of respondents show that 21.2% of the respondents are unemployed, majority of the respondents, 16.7%, of respondents are mine workers, 6.1% of respondents were galamsey workers, 13.6% are farmers, 10.6% of respondents are self-employed and 31.8% of respondents are government workers. Table 4 shows the distribution of the level of respondents' education.

Table 4: Employment Status

Response	Frequency	Percent
Unemployed	14	21.2
Mine Worker	11	16.7
Galamsey Worker	4	6.1
Farmer	9	13.6
Self-employed	7	10.6
Government Worker	21	31.8
Total	66	100

Source: Field Survey, 2014

Views of Respondents in Various Categories of CSR Activities

The views of respondents about GSWL's CSR activities in its catchment communities including Akyempim, Old Subri, Nsadweso, Togbekrom, Kubekro and Dwabeng were gathered on various issues to help determine the satisfaction of members of these communities about GSWL's CSR activities. The various categories of CSR activities surveyed include; employment and local economic development, provision of alternative livelihood opportunities and the relationship of GSWL with its catchment communities.

Employment and Local Economic Development

On whether GSWL's CSR policies have led to employment openings and significant local economic development and social enterprise development in its catchment communities, 63.6% of respondents said there is significant economic development while 30.3% said there is no significant economic

development. About 6% of the respondents had no idea about this. The results are displayed in Table 5.

Table 5: Employment and Local Economic Development

Response	Frequency	Percent
Yes	42	63.6
No	20	30.3
No idea	4	6.1
Total	66	100

Source: Field Survey, 2014

The results shown in Table 5 substantiate the statement made by Golden Star in its 2013 Report that: *“One of the principal benefits of our operations is the employment that is generated for the local, regional, and national economies. In 2013, Golden Star employed over 2,300 direct workers resulting in over US\$54M in paid wages. This is in addition to the spin-off employment that is created as a result of our operations. GSR implements a local hiring policy aiming to ensure that employment opportunities are filled by local citizens as much as possible... Employment remains a top priority and concern for local stakeholders. This is especially true among youth, given the high level of youth unemployment and a rapidly growing population. Therefore, Golden Star works to further enhance employment opportunities and income-generating activities above and beyond its direct and indirect workforce. In addition to expanding the local skills pool and providing income-generating activities in the short to medium term, skills are acquired by local citizens that will outlast the presence of the mines. Economic development and diversification are al-so created, which further helps to*

reduce the reliance of local communities on the economic activities created by Golden Star — both now and in the future.”

Provisions of Alternative Livelihood Opportunities

On the whether provisions of alternative livelihood are made by GSWL in its catchment communities, 45.5% of respondents said there is significant economic development while 45.4% said there is no significant economic development. About 9% of the respondents had no idea about this. The results are displayed in Table 6.

Table 6: Provisions of Alternative Livelihood Opportunities

Response	Frequency	Percent
Yes	30	45.5
No	30	45.4
No idea	6	9.0
Total	66	100

Source: Field Survey, 2014

The results on the provisions of alternative livelihood made by GSWL in its catchment communities are mixed with 45.5% of respondents saying there is significant economic development and another 45.4% saying there is no significant economic development. It is clear that GSWL’s claims may be far-fetched. It claims in its 2013 Annual CSR Report that:

“Initial sustainable livelihoods initiatives were conducted from 2004 to 2005 as part of our Sustainable Alternative Livelihoods Project (SALP). The programme consisted of several pilot projects, including aquaculture projects in mined-out pits, poultry farming, sericulture, and an oil palm project. The

programmes were initiated by GSR's Community Affairs Departments, and in the case of the oil palm project, in conjunction with the Minerals Commission."

Relationship between GSWL and its Catchment Community

With regard to relationship between GSWL and its catchment communities, 63.6% of respondents said there is a good relationship between GSWL and its catchment communities while 30.3% said there is no good relationship between GSWL and communities. About 6% of the respondents had no idea about this. These results are displayed in Table 7.

Table 7: Relationship between GSWL and its Catchment Community

Response	Frequency	Percent
Yes	40	60.1
No	24	36.4
No idea	2	3.0
Total	66	100

Source: Field Survey, 2014

These results confirm GSWL's claims that it is committed to being a part of communities in which it operates by maintaining and building strong relationships with members of the communities based on mutual respect and recognition of each other's rights, together with an active partnership and long term commitment to the betterment of the communities.

Challenges of GSWL CSR Practices in the Catchment Communities

The third objective of the study sought to find out the challenges GSWL's faces in its catchment communities in implementing its CSR policies. Thus the researcher interviewed management of GSWL what the identified challenges in their CSR practices in the catchment communities and results of analysis of data gathered on these questions are revealing. It was realised that the CSR policies are good on paper. However their implementations in catchment have not been without a few challenges. The company stated in its 2013 Report that:

“Although the projects showed initial promise, most of them encountered many challenges. Technical issues, limited market demand for some products (e.g. silkworm products), and a lower than expected level of interest among local residents pre-vented the projects from becoming sustainable in the long term. There-fore, Golden Star decided to refocus its efforts in order to achieve more positive and sustainable results.”

The researcher gathered that factors that were found to hinder GSWL's CSR policy implementation in its catchment communities include:

1. *Organisational specific internal challenges:* e.g. lack of resources; low management commitment and support; limited local knowhow
2. *Regulatory challenges:* i.e. lack of, weak, or unenforceable regulation; lack of governmental capacity; no explicit governmental incentives for CSR.
3. *Societal over expectation;* and the problem of determination of CSR priorities, among various communities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. In the summary section, the researcher gives an overview of the study and provides a summary of key findings of the study. This research work was conducted to achieve certain objectives by answering some research questions. The conclusions section is based on the results and findings in relation to the objectives and questions of the study. Some recommendations are put forward to improve the policy and practice of internal auditing in the organizations studied. Suggestions are also given for future research.

Summary

This study sought to examine the CSR policy and activities of GSWL in its catchment communities. The study was undertaken not only to fulfil academic demands but also out of interest of how profit and public good work together. The first chapter laid the foundation of the study. It discussed the problem of the study, set clear cut objectives to be achieved by the study and outlined reasons why this study is significant. In the second chapter the researcher reviewed the related literature. Chapter three discussed the methodology of the study including sample selection and provided a framework for data analysis. Chapter four was the presentation of results and discussions. This chapter is the summaries of findings of the study according to the research objectives. Findings are summarized below.

1. The first objective sought to assess the nature of Golden Star (Wassa) Limited's CSR policies. From the results of the data gathered on this objective, it was found that GSWL's has policies which shape its CSR activities and serve as workable set of criteria for assessing and benchmarking its CSR achievement in its catchment communities.
2. The second research objective sought to identify activities undertaken by GSWL in its catchment communities to fulfil its CSR policies. It was found that GSWL in fulfilment of its social responsibility has undertaken many activities in the areas of community development, building of recreational centres, school facilities and school care, electricity, road maintenance, market places, and places of convenience, employment opportunities and dust monitoring.
3. The third research objective sought to ascertain people's level of satisfaction with GSWL's CSR policies and activities in the catchment communities. It was also found that the relationship between GSWL and communities in the catchment areas is very cordial.
4. The fourth research objective sought to identify challenges GSWL faces in implementing its CSR Policies. It was found that some challenges impede the implementation of CSR policies undertaken by GSWL in its catchment communities.

Conclusions

From the findings, it can be concluded that the study finds evidence of GSWL's CSR activities in its catchment communities. GSWL is an important part of the communities in which they operates. Management of GSWL shows long-term commitment to CSR and maintains good relations with the communities it operates in. Specifically the following conclusions related to the study objectives can be made.

1. GSWL has a strong CSR focus. It has a policy that sets forth the scope of its operational activities and CSR. This is in consonance with the findings of Fox et al (2002) who revealed that companies must provide a framework which will encourage business activities and minimize social and negative impacts on communities that they operate.
2. GSWL has no one-size-fits-all approach in pursuing its CSR policy in all communities. Each has unique characteristics and circumstance and offers a unique context that requires the company to vary its CSR activities and practices in each community towards implementing its CSR policy in that community.
3. The CSR activities undertaken by GSWL in communities demonstrate how it is fulfilling its CSR policies as a tool in creating a positive picture about themselves to the general public while reducing the problems that confront the society.
4. On the bases of the findings on the challenges of practices the researcher concludes many challenges impede the implementation of CSR policies is the greatest challenge of GSWL. It is however heart-

warming, GSWL is showing leadership and commitment in its CSR activities even in the face of these challenges.

Summing up all the conclusions and putting all the findings together, it is clear that, GSWL has a comprehensive CSR policy and its CSR practices are good although they can be improved. In principle, GSWL seem to be contributing something back to the society but the worry here is that these projects and policies could not be said to be enough to ensure the sustainable development of the people living in the community. Most of the time, the company formulates its own development and environmental policies and then informs the people about their intentions and the need for the community to support them. The leaders who are supposed to be the mouth piece of these people have been 'bought' into the circles of the company and thus they have become lame ducks. The community is left with little choice but to accept whatever that the company would decide on. Thus there exists perceived ineffectiveness in their policies and there are challenges to the implementation in the catchment communities. Thus, these conclusions point to the need for more effective implementation to promote proper CSR practices.

Recommendations

Based on the conclusions, the following recommendations are made to improve CSR policies and practices of Golden Star Wassa Limited (GSWL).

Successful implementation of CSR policies and projects with the catchment communities should take a wider participatory approach of involving local associations, local chiefs, and religious heads. These groups should form a working group with the Sustainable Management Team to

sensitize members and agree terms. As a result open forums should be organised at least twice a year so that the voice of the people in the catchment communities can be directly heard.

The amount that goes into the Golden Star Development Fund (GSDFF) be reviewed and increased to help fund more developmental projects due to an increase in population of the catchment communities.

GSWL needs to train its staff well to be able to successfully face the challenge of implementing CSR policies. A responsible and active team is needed to engage members of communities well to assist in implementing their CSR strategies effectively; therefore, GSWL must do more training.

Instead of the scholarship scheme being awarded to brilliant but needy students in the catchment areas to leave to study in other communities with better schools, at least one school in each community should be improved to a model school status for the total improvement of educational opportunities in these communities and not just few pupil who are selected to benefit from awards and scholarship schemes. Also the scholarship scheme should be tailored to incorporate brilliant but needy student from everywhere and not selected communities in the catchment areas alone. This will provide equal opportunities to those communities where mineral resources are not available.

GSWL must always follow up on reports to check that projects being implemented are done properly. Standards and assessments should be the number one priority. Wherever possible, CSR projects should be carried out by GSWL with the local Community. This promotes collaboration and increase local learning and knowledge transfer partnership.

Routine monitoring and evaluation can be built into GSWL's CSR policies in the form of CSR Committee agendas, CSR implementation progress and through a Community Annual Review where the key questions become, "have we achieved what we set out to achieve? If not, why not? And what are we doing to improve our performance next time around?"

Suggested Areas for Future Research

This research is limited because it involves only one case study. Thus it has limited generalisability. Future research should extend the scope to other mining companies in the Wassa District to help gain a broader perspective of the entire mining activities and CSR policies in the area to see how their CSR practices differ from the organization studied.

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**AN ASSESSMENT OF THE CORPORATE SOCIAL
RESPONSIBILITY POLICIES AND ACTIVITIES OF GOLDEN STAR
(WASSA) LIMITED**

Serial Number.....

Dear Sir/Madam,

This questionnaire is to gather data on the corporate social responsibility policies and activities of Golden Star (Wassa) Limited in its mining communities in partial fulfilment of the requirement of the Master of Business Administration (General) degree programme. You are assured that your responses will be treated as confidential. This data collection is for academic purposes only. Please be confident to provide candid responses. Thank you for your co-operation.

Section A: Socio-Demographic Profile of Respondents

(Please tick (√) the appropriate response)

1. Sex Male Female
2. Age of respondent.....
3. How long you have stayed in your locality. Less than 1 year [] 1-3 years [] 4-6 years [] 7-10 years [] above10 years []
4. What is your level of education? No formal education [] M.S.L.C/J.S.S/J.H.S [] A. Level/ G.C.E [] S.S.S/S.H.S [] First Degree [] Post Graduate []
5. What is your current employment status? Unemployed [] Mine employee [] Galamsey Worker [] Farmer [] Government Worker []

Identification of CSR Projects

- 6. Has there been a significant development in your community through the corporate social responsibility initiatives of GSRL? Yes [] No [] Have no idea []
- 7. Are benefits to the community equally enjoyed? Yes [] No [] Have no idea []
- 8. Are provisions made for alternative livelihood programmes for the community? Yes [] No [] Have no idea []
- 9. Do you think GSWL's alternative livelihood programmes should be encouraged or aborted? Yes [It should be encouraged] No [It should not be encouraged]
- 10. What are your reasons for your answer in (9) above?

.....
.....

Perception of CSR Projects

- 11. Is there any good cooperation/relationship between GSWL and the community? Yes [] No []
- 12. What past and current projects have been under taken by GSWL?

Indicate from the table below:

	Excellent	Very Good	Good	Fair	Poor
Scholarship Awards					
Good Drinking Water					
School Care					
Roads Maintenance					
Market Places					
Places of Convenience					
Electricity					
Hospitals					
Employment Opportunities					
Recreational Centers					
Dust Monitoring and suppression					
Donations (in cash or kind)					

Impact of CSR Projects

13. What are some of the projects you expect the company to do for the community in terms of fulfilling its corporate social responsibilities? Please mention and give reasons.

i ii

iii iv
v vi

14. Does the company involve your community leaders in decision making?

Yes [] No [] Have no idea []

15. Give reasons for your answer in (13) above?

.....
.....

16. Suggest ways the company can involve your community in decision making?

.....
.....

17. Has there been any dramatic change in the norms and practices of your community as a result of its operations.

Yes [] No [] Have no idea []

18. Give reasons for your answer in (15) above?

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Thank You.