

Master Thesis

The Role of Corporate Social Responsibility on Sustainable Development:
A Case Study of the mining community in the Obuasi municipality

By

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The master thesis is carried out as a part of the education at the University of Agder and is therefore approved as such. However, this does not imply that the University answers for the methods that are used or the conclusions that are drawn.

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Abstract

The thesis explores and explains Corporate Social Responsibility (CSR) and its impact on the sustainable development of people living in a gold mining community, Obuasi in the Ashanti region of Ghana. Through observations, document analysis and conduction of interviews of the local citizens, it seeks to assess the impact of gold mining operations on various aspects of the lives of the local people. Usually described the gateway to Africa, Ghana is known as a peaceful and democratic country in the sub region with fairly strong economic indicators (CIA, 2009). Generally described as the oldest surviving mines in the country, the Obuasi mine is over a century old and is still counting, having gone through various phases and methods of gold mining

Various theorists and institutions, including international institutions such as the IFC, and DFID have defined sustainable development in their own context but in this thesis, the definition of sustainable development is drawn from the Rio conference; *Our Common Future* which defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987: 43). In another way, it could be defined as development that conserves and protects our resources. An interesting way of testing this definition is the case study of a natural resource rich (specifically gold) community.

The virtue of Corporate Social Responsibility (CSR) as the voluntary incorporation of social and environmental concerns into business conduct has established itself as an international norm. Businesses, intellectuals, local and international development agencies like the USAID have embraced this concept with the hope that it could bring about sustainable development to developing countries. Although the company mining the Obuasi mine - AngloGold Ashanti (AGA) seems to uphold the concept of social responsibility, their willingness and zeal to ensure the reality of such policies are almost non-existent. CSR is best practiced when done in partnership with the local community, but in the case of AGA, the formulation and implementation of the policies are done by the company with very little consultation with the people. Nonetheless, it expects the community to accept their stretched hand of philanthropy as a favour from them and not complain about the economic, cultural, social and environmental hazards that they have to endure as a result of the operations of the mine. Being a signatory to the Global Compact agreement and the ISO 14001, the company has tried to consistently improve their social commitment but they still have a very long way to go, if we want to see sustainable development in the Obuasi municipality as defined by the Rio conference.

Dedication

This dissertation is dedicated to my parents. God bless you richly for being there for me all the time. Nyame nhyira mo!

Acknowledgment

Many people deserve recognition for their support to this effort. Professor Arne Olav Øyhus, my supervisor has been exceptionally supportive of me. I admire his wealth of experience and knowledge and thank him also for the encouragement and the kind words he constantly made available to me. I acknowledge the dedication of the other professors and staff of UIA, with special mention of Jannik Timenes, Jeanette and Professor Maung who took my colleagues and I to see interesting places during the face-to-face sections. I must confess the experience will forever remain with me.

I am also deeply grateful to my course mate Moro Awudu, whose resourcefulness to me was incomparable. I also appreciate all my other course mates from all around the world. You are the best indeed.

I am particularly thankful to AngloGold Ashanti (AGA), for allowing me to use their company as a case study for this thesis. I cannot forget Mr. Aboagye Ohene-Adu, Nana Siabour, Mr. Danso, Evelyn Jewels, Florence Korang, who are all staff of AGA, for their invaluable assistance during my field work.

To my friends, Nana Yaa, Harriet, Louis Carol and Kwame Kwadade, I want to tell you that you are priceless jewels to me and I could never thank you enough. Medamoase!

My family deserves special thanks for their valueless contribution to my education, upbringing and my life in general. Dad, Mum, Lennin, Maame Efua and Joseph, I love you all so much.

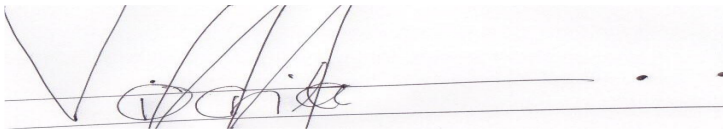
He is the Alpha and the Omega, my beginning and my end. Dear God, I could never have embarked on this journey without you. You have never blinked an eye as far as I am concerned. What shall I say to my Lord for His loving kindness and His mercies. Takk!

Declaration

I hereby declare that the thesis:

The importance of corporate social responsibility on sustainable development: a case study of the mining community in the Obuasi municipality

has not been submitted to any other universities than the University of Agder for any type of academic degree.

A handwritten signature in black ink, appearing to read 'Victoria Mensah', is written over a horizontal line. The signature is stylized and somewhat cursive.

Victoria Mensah

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Abbreviations

AGA	AngloGold Ashanti
AGC	Ashanti Goldfields
ALRN	African Labour Research Network
BBC	British Broadcasting Corporation
CEO	Chief Executive Officer
CCC	Community Consultative Committee
CIA	Central Intelligence Agency
CSR	Corporate Social Responsibility
DCE	District Chief Executive
DFID	Department for International Development
ECG	Electricity Company of Ghana
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPA	Environmental Protection Agency
ERP	Economic Recovery Programme
GDP	Gross Domestic Product
GIMPA	Ghana Institute of Management and Public Administration
GPRSI & II	Ghana Poverty Reduction Strategy I & II
HIPC	Heavily Indebted poor Countries
IFC	International Finance Corporation
IRS	Indoor Residual Spraying
ISO	International Standard Organization
ITN	Insecticide Treated Net

KNUST	Kwame Nkrumah University of Science and Technology
MCE	Metropolitan Chief Executive
MDG	Millennium Development Goals
MNC	Multinational Companies
MINO	Ministry of Information and National Orientation
NGO	Non-Governmental Organization
OMA	Obuasi Municipal Assembly
OMCP	Obuasi Malaria Control Programme
OTA	Obuasi Taylors Association
SD	Sustainable Development
UG	University of Ghana
UN	United Nations
UNEP	United Nations Environment Programme
UNRISD	United Nations Research Institute for Social Development
USAID	United States Agency for International Development
USD	United States Dollars

1.0 Introduction

1.1 Background

Mining of gold is widely known to have major negative impacts on the environment and thus on the people who are occupants of these environments. A relevant question to ask is who suffers and who gains as a consequence of these environmental hazards? It is quite ironic to note that most of the time people who are the occupants of land filled with rich resources like gold, diamond, etc are usually very poor people. It is, therefore, not out of place to expect that the mining companies which are usually multinational companies give back something to the communities that they take these riches much from in order to reduce or even compensate their losses.

In the past, many large corporations were seen to be insensitive to the needs of society and caused much of the environmental degradation of the earth, (Utting 2005). Their '*raison d'être*' has been how to make profit and how to satisfy their shareholders as for instance argued by Milton Friedman (see Friedman, 1970). Although the situation is changing, it is imperative to wonder if the changes that are occurring have yielded expected results. In the world in which we live today, many businesses, whether big or small, try in a way to care for the needs of the society in which they operate and also put in place measures to control degradation of the environment. These actions done by the companies, whether structured or not, have been embraced by both the beneficiaries and other stakeholders in that they are seen to contribute towards the development of its beneficiaries. Thus, "the reinvigoration of the idea that businesses" not only have a motive and responsibility of making profit, but also to help solve some societal problems including social and environmental, has provided the platform for the debate that has shaped the present path now assumed by corporate-society relationships, internationally discussed under the heading of Corporate Social Responsibility, CSR (Idemua, 2007:1).

It has been proven through many researches that CSR, if wrongly implemented, could lead to the uneconomic use of scarce resources in an economy. However, when well formulated and implemented, CSR has been identified to be one of the most instrumental tools in ensuring the attainment of sustainable development in developing countries (Idemua, 2007:1). By adopting social responsibility measures, the businesses in a way try to increase sustainable development of their host communities. Many theorists as well as development agencies such as DFID, USAID, and the World Bank among others have argued that CSR could be considered as a tool for the attainment of sustainable development in especially developing countries. These agencies have submitted that engaging the corporate world in development agenda is one way of achieving sustainable development (Binder, Palenberg and Witte, 2007: 11).

In order for CSR policies of mining companies to attain sustainable development, there must be collaboration with civil society in which they operate. Thus, if corporate bodies just feel a sense of responsibility towards their society and therefore make contributions to the society without involving them (society), what we will have is a development which is not community owned and therefore not sustainable.

1.2 The Research

The research has taken place in the Obuasi municipality, a town which contains one of the ten largest gold mines in Ghana. The town is located in the Southwestern part of the country in the Ashanti region which is Ghana's second capital city. The Obuasi municipality is among 21 districts in the Ashanti region and has an estimated population of 221154 estimated in 2008 by the Ghana Statistical Service (2008). The gold mine in Obuasi has existed since late 1987 (Ayensu, 1997), with different multinational companies taking turns to mine the gold. Currently, the mine is owned by AngloGold Ashanti, a multinational company headquartered in South Africa. Previously the mine was owned by Ashanti Goldfields until 2004 when the AngloGold Company took over the ownership of the mine (AngloGold Ashanti, 2007)

1.3 Research problem

The gold mining occupation has been part of the history of the Ghanaian community (i.e. Ghana in the colonial time was called the Gold Coast) and is still a very important part of the Ghanaian economy today. Mining of gold is known to have some significant detrimental effects on the environment. Most mining companies use cyanide in extracting the gold and the use of this chemical could have permanent irreparable damage to the environment (Bernstein, 2004: 2). The Obuasi gold mine is the largest and one of the oldest gold mines (BBC News, 2007) in the country. Mining companies make huge profits from the mining of gold, whereas the communities where these mines are located get very little (if any) of such huge profits made. This has been the trend in many countries which have mineral deposits and the situation is no different in Ghana.

Farmers in most mining communities with special mention of the Obuasi municipality have lost their source of livelihood due to the negative effects of mining on their farms. Due to the spillage of cyanide on their lands, the land no longer becomes productive for these subsistence farmers to cultivate. This is coupled with the fact that the technology being used for mining is very inefficient and as such emitting air pollutants which prevent the crops from growing properly. Obuasi, a town which was once known for the production of the best oranges in the country is now no longer in that position due to the continued devastating mining activities in the area. The story of Kwabena Edusei, a farmer in the Obuasi municipality could be a classic example of the plight of orange farmers in the community. According to him, he has lost all his orange trees due to the mining activities, and now has no source of income (Kokutse, 2008). Even though, the mining companies sometimes do come out to deny some of the allegations against them, the vast reduction in orange production in the area would make one want to believe these poor farmers and people.

After losing their source of livelihood, most of these former farmers resort to illegal mining in order to survive. According to them, it is the next lucrative job to ensure their survival. These illegal miners or what is locally known as '*galamsey*' are constantly under the hot chase of the company. It sometimes ends up in physical confrontations

between members of the community and the AngloGold Ashanti Company. There have been instances where the company had instructed their security guard to shoot some of these illegal miners, causing injuries to them and sometimes death (Kokutse, 2008).

In recent years however, many mining companies have embraced the concept of CSR and have incorporated their CSR policies among the policies of the company. Corporate Social Responsibility is a way of ensuring that businesses are “more responsive to the environmental and social concerns” of the society in which they operate (Utting, 2000). AngloGold Ashanti is no different as it prides itself with its CSR policies (AngloGold Ashanti, 2008). However, to what extent does their CSR Policies involve and partner with the community as stated in the 10th principle of the Rio Declaration on environment and development that environmental issues are better discussed with the involvement of the people (Adams, 2001: 84). This research will assess the impact of AngloGold CSR policies on the livelihood of the people of the Obuasi municipality and assess the impact of a corporate – community partnership on the development of the Obuasi community.

1.4 Objectives of the study

Several multinational companies have taken over the mining of gold in the Obuasi municipality; however the concept of corporate social responsibility is particular to the AngloAshanti Company as it appears as one of the core values of the company. It is therefore interesting to look into their CSR policy and see how they have been able to apply this policy in their operations, especially when working together with the local community. The main objective of my study is to see to which degree AGA Company has been able to apply their CSR policy in their operations in the Obuasi Municipality.

My specific research questions have been the following:

1. How does AngloGold Ashanti Company implement its Corporate Social Responsibility policy in the Obuasi municipality?
2. What is the role of the local community in the design and implementation of the CSR policy of AngloGold Ashanti?
3. What are the effects of the mining activities on the livelihood of the people, for instance regarding health, economic, social and cultural lifestyle and on the natural environment?
4. To what extent has the AngloGold Ashanti Company’s CSR policy made development in the Obuasi municipality sustainable?

1.5 Definition of concepts

1.5.1 Sustainable Development

Several people and institutions have defined sustainable development in several ways but the most prominent one is the one by that emerged during *Our Common Future*. During that conference in 1987, the Brundtland Commission defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987: 43). Thus, development must not be short-lived but must have long term goals.

The idea of sustainability could be classified in a threefold concept; economic, social and environmental sustainability. Thus, we must ensure economic and social growth whilst respecting the environment in which we conduct these activities. The difficulty however, has been how to ensure a balance in achieving these goals. That has always been a headache to most development stakeholders (Adams, 2001: 72). Some proponents of development argue that poverty compels people to over exploit their environment and put a lot of pressure on their environment in a bid to develop (Brundtland, 1987: 68). However, in the fourth principle of the twenty-seven principles of the Rio Declaration on Environment and Development, it is stipulate that sustainable development cannot be achieved meaningfully if it is done in “isolation of protecting the environment” (Adams, 2001: 84) as well as the pivotal role played by the indigenous people. The trick here is that the specific role to be played by the indigenous people is unclear. So should sustainability cause people to remain in their poverty?

Today, sustainable development serves as a framework under which communities can use resources efficiently, create efficient infrastructures, protect and enhance the quality of life, protect the environment and create new businesses to strengthen their economies.

1.5.2 Corporate Social Responsibility

Corporate Social Responsibility is usually defined as “*a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis*” (European Commission, 2001:8). The discretionary nature as incorporated in this definition makes it difficult for businesses to have a main stream policy on exactly what should be included in their CSR policies. But basically what business have done is what they ‘feel’ is right to be incorporated under their CSR policy. International Finance Corporation define CSR as “the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development” (IFC, 2008). We acknowledge the multi stakeholder dimension of CSR, confirming that the agenda of businesses should not be skewed only towards their shareholders. CSR’s basic idea is that socially responsible behaviour is in a company’s ‘enlightened self -interest’ because it will earn the company a competitive advantage with customers, investors, and employees.

1.6 Personal Motivation

Sustainable development has always been a concept that has fascinated me. Sometimes I wonder if we really understand and appreciate how this concept may fit into many developing countries, especially Ghana. A year ago, I led some students from an international school in Kumasi, Ghana, to conduct a preliminary research on the impact of corporate social responsibility on sustainable development in Pakyi Number 1 village. The school is located on the land of Pakyi number 1 I had the opportunity to teach the students a few things about sustainable development and what they should look out for on the field. During the supervision of this mini-research, I came across many things that caught my attention and drew my interest. But the most pressing one that I observed was the water situation in the village.

I noticed that the whole village had only two boreholes, with only one being good for drinking water. There was also a very dirty stream of water the villagers mostly used. The water from the second borehole had huge particles of certain substances that we were not sure of what it was. When we inquired, we learned that the company that came to drill the borehole for the community was no longer in existence and hence there was no one to maintain the borehole. The question I asked myself was; to what extent were the people in the community involved in the provision of the boreholes? A case of top-bottom development was used in providing the boreholes and thus the people did not see the need to maintain the borehole.

1.7 Outline of the thesis

Chapter One of the thesis has introduced the topic of the thesis and stated the objective and research questions, and the two main concepts (CSR and SD) that run through the whole thesis. The rest of the thesis is organized as follows:

Chapter two will explore the area of study for this project. It will begin with the major information about the country of study and later in the chapter the research will be narrowed to the specific area of study which is the Obuasi municipality. This chapter will explore the history of mining in the Obuasi community since the mine is the oldest mine in the country and among the 10 largest mines in the world (OxfamAmerica, 2006).

Chapter three will review some literature on the subject matter of this thesis. The concepts of CSR and sustainable development have received extensive publicity and academic attention. And so this chapter will review some of the research works written on these concepts and I will link it to the activities of mining companies in the world as a whole and in Ghana to be specific.

Chapter Four will explicate the methods adopted in conducting this research.

Chapter Five will be focused on empirical findings and analysis of the findings.

In chapter Six I will present the challenges I faced in conducting the research as well as my conclusions.

2.0 Area of study

2.1 Profile of the Republic of Ghana

In his description of Africa, the founding father of Ghana – Dr. Kwame Nkrumah aptly said that Africa was a paradox (Nkrumah, 1965). He observed that despite her riches, the continent was still largely very poor. As a Ghanaian president, his description of Africa was extrapolated from the situation in Ghana. The country Ghana is very rich in natural resources such as gold, bauxite, timber, diamond, cocoa, rubber and recently oil; yet poverty is quite widespread and pervasive. The situation has not changed much since Dr. Nkrumah made those observations, regardless of the many policies and programmes (Economic Recovery Programme [ERP], Ghana Poverty Reduction Strategy I and II [GPRS I and II], etc) that have subsequently been put in place to arrest and reverse the situation. However, these policies have not yielded the much expected results of reduction and the consequent eradication of poverty. Therefore, the government in 2002 was compelled to declare the country as a Heavily Indebted Poor Country (HIPC) (CIA, 2009). To this extent, Ghana is not only a paradox but a mystery as well. Several reasons have been advanced to explain the mystery of why poverty still persists despite the many programmes intended to reduce it. Principal amongst them are poverty and mismanagement (BBC, 2009).

In recent years, however, the situation has been improving in that poverty in the country has been declining over the past two decades (CIA, 2008). Evidence shows that donor aid and proper implementation of these aids through various policies have gone a long way to bring about a reduction in the number of people living under the poverty line in the country. Facts available at DFID show that there has been a significant reduction in the percentage of people living under the poverty line from 52% in 1992 - 1993 to 26% in 2006-2007 (DFID, 2008). Again a survey conducted by the Ghana Living Standards Survey in 2005/2006 revealed that there are still over 18% of Ghanaians who are unable to meet their daily food needs. As far as economic activities are concerned, the Ghanaian economy is growing at a rate of 6.2% and has a Gross Domestic Product (GDP) per capita of US \$ 1,400 (CIA, 2009: 2007 estimates).

2.1.1 Geographic profile of Ghana

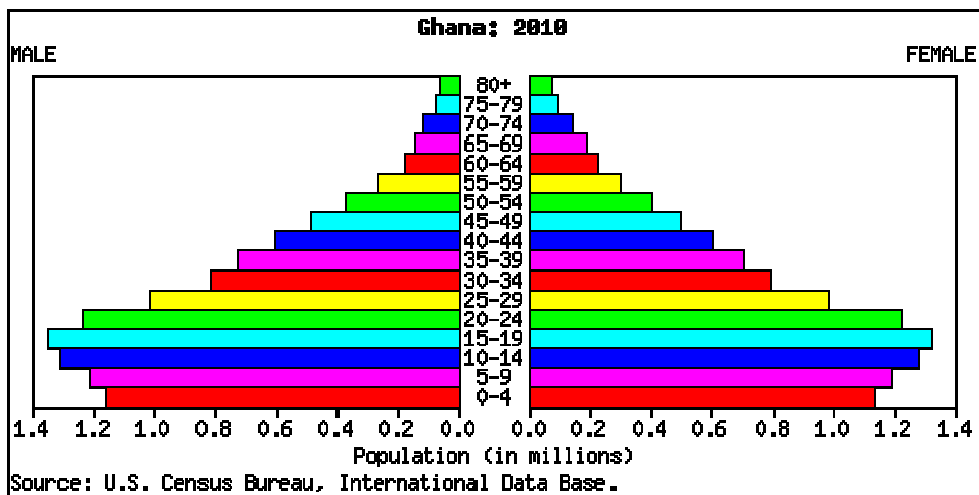
Ghana can be located in Sub – Sahara Africa along latitude 200 W and longitude 800 N. Ghana is bordered on the East by the Republic of Togo, on the West by Cote D'Ivoire and on the North by Burkina Faso. As a coastal country, Ghana can be spotted along the Atlantic Ocean. Specifically, the Gulf of Guinea covers the country's Southern borders. With a total area of 239, 960 square kilometers, 8520 square kilometers of the country is covered by water (including the world's largest artificial lake) and 230, 940 square kilometers being the total land size). Ghana has a tropical climate which is “warm and dry along the southeast coast, hot and humid in southwest; hot and dry in north” (CIA, 2009). There has been a continuous change in the climate and rainfall pattern in the country primarily due to a rapid reduction in the country's vegetation and forest over the year.

Figure 1: The geographic location of the Ghana



2.1.2 Demographic Profile of Ghana

Figure 2: Ghana’s Predicted age and sex distribution for the year 2010



Source: Nation Master.com

With a total population of 23, 382, 848 and a land size of 230, 940 (CIA, 2009), the country has a population density (which is calculated by dividing the total population by

the total land size) of 101.2 square kilometer. As at 2008, the population growth rate of Ghana was estimated at 1.88% (CIA, 2009 estimate). In term of its age distribution, a greater percentage of the population fall between the labour force i.e. 58.7%; 37.8% of the population are between the ages of 0 – 14 years and a little over 3.6% of the population are over 5 years (CIA, 2009: 2008 estimate). Figure 2.2 below shows the population pyramid of Ghana as predicted for the year 2010.

Ghanaians are people who are citizens of Ghana and they are a people of diverse ethnic groups and cultures. Amongst the ethnic groups in the country there are; the Akans which form about 45.3% of the Ghanaian population, Mole-Dagbon 15.2%, Ewe 11.7%, Ga-Dangme 7.3%, Guan 4%, Gurma 3.6%, Grusi 2.6%, Mande-Busanga 1% with the remaining tribes forming about 9.2% (CIA, 2009). These diverse people speak diverse languages but the official language is English. One of the most common languages in Ghana is Asante Twi and it is spoken by 14.8% of the total population. Following closely is the Ewe language (12.7%) which is mostly spoken in the Volta region. 9.9% of Ghanaians speak Fante, 4.6% speak Boron, 4.3% speak Dagomba and Dangbe. The remaining languages spoken in Ghana includes Dagarte 3.7%, Akyem 3/4% , Ga 3.4% and Akuapem 2.9%. 36.1% of Ghanaians speak other languages apart from those listed above (CIA, 2009). Ghanaians are very religious people and a majority of them take religion very seriously. The major religions in the country are Christianity, Islam and the traditional religion. The last population census which was conducted in Ghana in 2000 revealed that 68.8% of Ghanaians are Christians; with 241% of the Christian population being Pentecostal or Charismatic, 18.6% being Protestant, 15.1% are Catholics and 11% belong to other Christian denominations. Aside the Christians, the census showed that 15.5% are Muslims, 8.5% being traditional and 0.7% belonged to other religion. However, 6.1% of Ghanaians do not belong to any religious group (CIA, 2009).

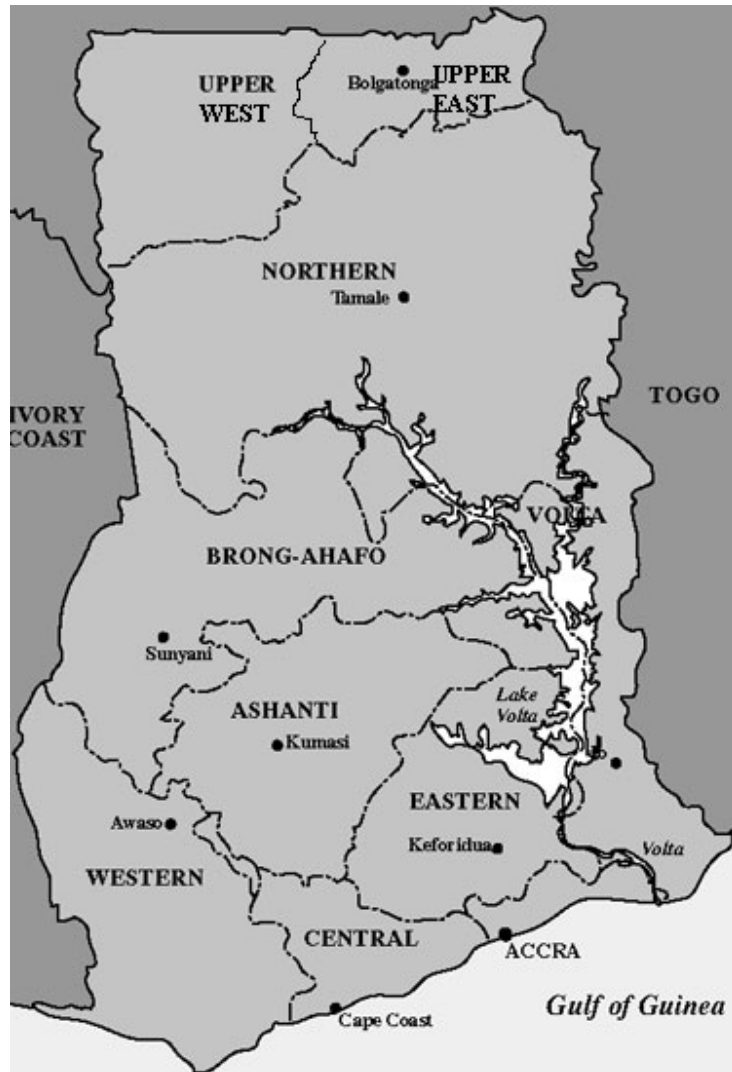
2.1.3 Political and Administrative Set up

Ghana, which is also known officially as the Republic of Ghana attained independence over 52 years ago on 6th March, 1957. After attaining political independence in 1957, the country consequently became a republic on 1st July, 1960. After independence, the country has seen various political changes through periods of coup d'états and is currently operating under the 1992 constitution of the Fourth Republic (CIA, 2009). In December last year, Ghana had its fifth parliament under the Fourth Republic of the 1992 constitution.

Administratively, the country operates a unicameral government, with the president as both the head of state and the head of government. As indicated, the powers of governing are vested solely in the president who is elected through democratic elections held every four year term. After serving two terms, a president is legally banned by law from contesting another election. The country is further divided into ten administrative regions namely; Greater Accra, Ashanti, Brong Ahafo, Eastern, Western, Central, Volta, Upper East, Upper West and the Northern region. Each of these regions has administrative capitals and it is shown in the Figure 1.3 below. Accra is the administrative capital of the country and it houses the seat of government. These regions are further divided into

districts which are governed by District Chief Executive (DCE) and their capitals governed by Metropolitan Chief Executives (MCE). My research will take place in the Ashanti region which is the second largest city in Ghana and also occupies the largest mining town in the country – the Obuasi municipality. The other organs of government in the country are the legislative which is headed by the Speaker of Parliament and the judiciary headed by the Chief Justice.

Figure 3: The administrative demarcations of the country including ten regions with their administrative capitals



One unique feature about the administrative and political set up of the country is the role of traditional rulers or chiefs. Each of the ethnic groups in Ghana has Chiefs and these Chiefs represent the traditional authority of that ethnic group. There are paramount Chiefs and smaller Chiefs. The Paramount Chiefs have more authority than the smaller chiefs. The paramount Chiefs have their own palace where they live and also settle

disputes. Depending on which part of Ghana a person is, the paramount chief of that area may sit on a stool or on a skin. Mostly, chiefs in the Northern parts of Ghana sit on skins whilst those in the Southern parts sit on skins. Each of them has their own symbols and emblems which represents their authority. In each regional capital, there is established a Regional House of Chiefs where the various Chiefs including the paramount chiefs of that region meet to discuss issues of concern to the people. They settle disputes among conflicting members of their region. The paramount chiefs are highly respected by their subjects and their authority is also very much respected and even recognized by the 1992 constitution of Ghana (CHECK IT OUT). The traditional rulers are also involved in bringing about development in their community. Most of the lands in Ghana are owned by the chiefs and they sell it to individuals or sometimes release it for certain developmental projects in their community. Usually, before any development will take place in a community, the permission of the chiefs must be sought.

2.1.4 Economic Profile of Ghana

Classified as one of the low income countries by UNEP, Ghana has an annual per capita income of about USD 1800 (CIA, 2009: 2008 estimates). Although the country substantially endowed with natural resources such as gold, timber, cocoa, crude oil among others, about 26% of Ghanaians are still living in absolute poverty. To date, Ghana is heavily dependent on international financial and technical assistance (CIA, 2009) with about 60% of its annual budget being funded by foreign donors and international organizations (CIA, 2009). Part of the reason for this low income status could be traced to improper management of resources by various governments that have taken turns to run the country since independence, as well as inaccurate and wrong economic decisions. Most of the time, vital economic decisions bothering the country are politically and individually motivated and in the long run it is unable to serve the good of the country.

Ghana, usually classified as a developing country has about 56% of its labour force in the agriculture sector, with only 15% employed in the manufacturing sector and the remaining 29% employed in the services or tertiary sector (CIA, 2009; 2005 estimate).

2.2 Description of Emblems in Ghana and its association with gold mining

Gold mining has been a very important economic, cultural and social activity to the country and this is the reason for its appearance in the country's most important symbols; the Ghana flag and the Ghana Coat of Arms. In the next two sections, I have explained these symbols or emblems as it is usually called, and have highlighted the role of gold mining in them.

2.2.1 The Ghana Flag



Figure 4: The flag of Ghana

The flag of Ghana as shown in figure 4 above has three equal horizontal bands of red (top), yellow (middle with a large black five pointed star) and green (bottom) (CIA, 2009). The flag was originally designed by a patriot of this country known as Mrs. Theodosia Okoh who was just an ordinary citizen at that time. In the history of the country, the red colour used in the flag signifies the blood of our forefathers which was shed in their struggle to attain independence for this country. The yellow, which is many times known as ‘gold’ shows the mineral rich resources of the country and the green representation the rich vegetation that Ghana has. The black star centered in the yellow band signifies the hope of Africa (Macmillan, 2007).

2.2.2 The Ghana Coat of Arms



Figure 5: The Coat of Arms

Originally designed by Mr. Amon Kotei, one of Ghana's refined artists; the Ghana Coat of Arms carries a lot of historical and cultural significance to the spirit and the latter of the Ghanaian people (MINO, 2007) It is composed of a shield, divided into four quarters by a green St. George's Cross, rimmed with Gold. Each of the quarters has symbols which carries important meanings.

The first quarter which is symbolized by a Crossed linguist staff and ceremonial sword on a blue background shows the local administration of the country. Although the powers of government are vested in one president, the country operates a decentralized system which allows the local people to participate in system of governance. This symbol is located at the top left hand quarter of the shield. Position at the top right hand quarter is the heraldic castle on a heraldic sea with a light blue background representing the central or national government. On the bottom left quarter of the shield is a cocoa tree on a blue background which also represents the agricultural possessions of the country. The main crop for export which earns the most export revenue for the country is the cocoa. The mine shaft is located at the bottom right – hand quarter of the shield. This symbol shows the mineral wealth of Ghana and the significance of gold mining to the people of the Ghana (MINO, 2007).

The gold lion positioned in the center of the St. George's Cross represents the continued link between Ghana and the Commonwealth. There is also a black five-pointed star rimmed with gold standing on the wreath of red, Gold and green colours surmounting the top of the shield also representing the lode star of African Freedom. Another significant symbol on the Coat of Arms is the two Eagles holding and supporting the shield. This signifies a protector with strength with very clear and attentive eyes, keeping watch over the country. The last symbol which is an inscription of Freedom and Justice is written under the shield. Freedom and Justice is the motto of the country meaning freedom from slavery and fairness to every Ghanaian (MINO, 2007).

2.3 Profile of the Obuasi municipality



Figure 6: Map of the Ashanti region with an insert of the Obuasi municipality.

The Obuasi municipality is one of the 26 districts of the Ashanti Region and was created as part of the government's effort to further decentralized governance. It was carved out of the erstwhile Adansi West District Assembly on the strength of executive instruments (E. I.) 15 of December, 2003 and Legislative Instrument L. I. 1795 of 17th March, 2007. The municipality is located at the southern part of Ashanti region between latitude 5.35N and 5.65N and longitude 6.35N and 6.90N. It covers a land area of 162.4sqkm. There are 53 communities in the municipality which share 30 electoral areas. Amongst the 53 communities include Sansu, Odumase, Dunkwa Junction, Gauso, Pomposo, Nyameso and Ahasonyewodia. The Obuasi municipality is bounded to the east by Adansi South, west by Amansie Central and to the north by Adansi North, to the south by Upper Denkyira district in the Eastern Region (Ghanadistricts, 2006). It has Obuasi as its administrative capital where the famous and rich Obuasi gold mines, now AngloGold Ashanti is located.

The vegetation is predominantly a degraded and semi-deciduous forest. The forest consists of limited species of hard wood which are harvested as lumber. The Municipality has nice scenery due to the hilly nature of the environment. The Municipality has a rather undulating topography and the climate is of the semi-equatorial type with a double rainfall regime. Mean annual rainfall ranges between 125mm and 175mm. Mean average annual temperature is 25.5OC and relative humidity is 75% - 80% in the wet season

(Ghanadistricts,2006).

The population of the Municipality is estimated at 221154 as at 2008 using a 4% annual growth rate with a population density of about 1362 persons per square kilometer (Ghana Statistical Service, 2009). The vegetation is predominantly a degraded and semi-deciduous forest. The forest consists of limited species of hard wood which are harvested as lumber. The Municipality has nice scenery due to the hilly nature of the environment.

Age group	Male	Female	Total population	Percentage of total population (%)
Under 1 year	6519	6616	1315	4
1-5 years	26016	26463	52539	16
6-14 years	44002	44655	88657	27
15-49 years	65189	66156	131345	40
50- 60 years	13037	13231	26268	8
Over 60 years	8148	8270	16418	5
Total	162971	165391	328362	100

Figure 7: Demographic statistics of the Obuasi municipality

Source: Ghana Statistical Service (2008) obtained from the Obuasi Municipal Assembly (OMA)

2.4 AngloGold Ashanti Company

AngloGold Ashanti is a multinational company and a leading global gold producer of gold. The head quarter of the company is in Johannesburg in South Africa, and it has affiliates in Tanzania, Brazil, Australia, Argentina, Colombia, Guinea, Mali, Namibia, United States of America and Ghana. It is involved in metals and mining different kinds of mineral resources all over the world (AngloGold Ashanti, 2007). In Ghana, it is the mining company that handles the country's largest mining site. AngloGold Ashanti has two operations in Ghana; the first operation is in Obuasi in the Ashanti region and the second in Iduapriem in the Western region of Ghana (AngloGold Ashanti, 2007). Figure 1 below shows the operating areas of AngloGold Ashanti in Ghana. The Obuasi site is the largest gold mining site of Ghana and it is located in the Adansi West district of the Ashanti region of Ghana. Formerly, the Obuasi operations were assets of a Ghanaian based company, Ashanti Goldfields, but ownership was transferred to AnloGold Ashanti in 2004 and the started operations in that same year (AngloGold Ashanti, 2007). However, operations in Iduapriem were started in 2007 by the company.



Figure 8: Locations of operations of AngloGold Ashanti (AngloGold Ashanti, 2007)

The company is structured into six main divisions; mining, processing, human resource management, engineering, mining resources management and sustainable development divisions. Each of these divisions is headed by a general manager. The divisions are further divided into departments which are also headed by managers. Under the departments, there are various sections, headed by superintendants. As a result of my area of interest, I will be mostly dealing with the sustainability division and specifically the community and social development, business development and the environmental services departments.

3.0 Literature review and Theoretical framework

This chapter of the thesis is divided into two main parts. The first part will review some general literature on CSR and discuss the impact of gold mining on the environment and on the socio-economic lifestyle of people in mining communities. The second part will explain the theoretical framework which forms the basis of my thesis.

3.1 Literature Review

3.1.1 Theories of CSR

The concept of CSR is perceived differently by different people and organizations and is noted to be “highly contextual in terms of corporate and national environment” (Broomhill, 2007: 6). Some people are of the view that CSR should be voluntary, on the part of the businesses. Those who hold this view believe that the main essence for the existence of a business is to make profit and to please its shareholder and that the concept of CSR is a distraction towards the achievement of the primary aim of business. One of such neoliberal theorist is Milton Friedman. As he noted in the New York Times (Friedman, 1970), businesses have only one duty; to make profit and hence as long as they engage in activities that helps them to increase profits, they have not violated any rules so far as the business is not fraudulent. This is to suggest that corporate bodies had a social responsibility which is very narrow and towards only the people who are directly involved in the business and had not a single recognition of the environment or the community in which they operated. According to Idemudia (2007: 1), some critics of the CSR concept are of the opinion that it is not worth practicing CSR because it is costly. Their assertion is that companies should not invest their money on things that do not bring back any profits to the company. Steinberg (2000 cited in Zamagni, n.d: 3) in a harsh criticism of CSR argues that companies commit “prostitution” when they invest resources in social responsibility because they have swayed from their objective of profit maximization and satisfaction of its stakeholders. Unfortunately, such critics look at one side of the issue; the benefits to the company. They overlook the other side which is the external cost created by the company. In this case, mining companies create external costs that cannot be easily overlooked.

However, other theorists have a different perspective from that of the neoliberals. These were the Neo - Keynesians and they recognize the fact that sometimes the operations of businesses can have a negative impact on the environment and thus on the people living in that environment (Broomhill, 2007: 8). They embrace the concept of CSR as something that firms could look at in order to reduce certain negative impacts of their activities. On this extreme side is a group of theorist, usually known as the political economists who believe that this concept must be incorporated in the national and international codes of conduct or businesses. They have based their argument on the fact that “global corporations are seen as possessing enormous power which is often wielded ruthlessly in their own self interest and frequently at the expense of society and the environment” (Broomhill, 2007: 8). In their opinion, CSR should be made compulsory since society is at the mercy of these powerful multinational and transnational companies.

Thus, businesses have a responsibility to respond to the concerns of the broader society in which they operate and not only the interest of their shareholders and their responsibility towards obeying law and order (Utting, 2005: 381).

Thus in this thesis, companies are expected to be socially responsible while preserving the profitability of the corporation for the sake of stakeholders within and outside the activities of the business.

3.1.2 Corporate Social Responsibility: International and local impact

One thing that is for certainty is that there is a growing pressure on businesses to play a role in social issues and in the community that they operate; a trend that is emerging both globally and locally (Mallen, 2008). Ideally, this pressure is not likely to stay the same but it is more strongly to increase. The desire of individuals, NGOs, the government and the society at large to get 'something' back from operation of companies in their communities is up surging. In the past, companies used to see social responsibility only as a voluntary but with the lapse of time, many companies, especially multinational companies, are making social responsibility as part of their corporate policies. They have embraced the concept saying that "it is simply good for our business" (SourceWatch: 2007). Indeed, these companies consider their social responsibility as something important to be inculcated into their business objectives.

Although the concept of CSR is not a new one (Hopkins, 2004: 3), it is not fully embraced by everyone and a lot more people happen not to even understand this concept. The commitment of resources of corporate bodies towards social development issues has been with us for quite some time now but not everybody shared this view or celebrated this concept. Prominent amongst them is one of the world's greatest economist; Milton Friedman. He did not believe that corporate bodies had should meddle in social affairs; neither should they have any responsibility towards the community. As a strong activist of capitalism and a critic of CSR (Idemuia, 2007), Friedman emphasized the need to ensure that corporate bodies' managers use the monies and resources of businesses in a way that is in the interest of the businesses and nothing else (Friedman, 1970). For instance, he believes that if committing resources to reduce pollution as a 'social responsibility' of the firm would reduce the profits of the businesses in such a way that is not beneficial to the business, and then it should not be done. In his book *Capitalism and Freedom*, Friedman is said to have referred to corporate responsibility as a "fundamentally subversive doctrine". It is a wonder that theorists like Friedman and his followers believed that corporate bodies giving something back to the society that they have taken from should be considered subversive. Although Friedman's argument was strong and captured global attention, the upsurge of CSR has continued. The proponents of CSR arguing on the basis that, over the years the social cost of businesses has increases coupled with the fact that corporate bodies have gained much power and influence (Idemuia, 2007). In these contexts of market failures, it has become imperative for businesses to pay heed to social issues due to this increased vulnerability of society to the corporate entity. Again, the growth of governments' inability to fulfill their basic

responsibilities to society and to properly manage business activities and the market structures of a free market society in order to avoid over exploitation, means that the acceptance of social responsibility by the corporate world has become very inevitable and important (Idemuia, 2007, Amalric and Hauser, 2005).

Currently, in most developed countries, the debate is no longer whether it is important for corporate bodies to assimilate the concept of CSR or not, but the extent to which “CSR principles can influence corporate decisions and practices and how business can best address its social responsibilities” (Idemuia, 2007). According to the United States Social Investment Forum, over \$US1 trillion in assets are under management in the United States in socially and environmentally responsible portfolios (Hopkins, 2004: 4). This shows the increasing commitment of corporations to contribute towards various aspects of social development.

3.1.3 AngloGold Ashanti and CSR

AngloGold Ashanti is a multinational company and a leading global producer of gold. The head quarters of the company is in Johannesburg, South Africa, and it has affiliates in Tanzania, Brazil, Australia, Argentina, Colombia, Guinea, Mali, Namibia, United States of America and Ghana. It is involved in metals and mining different kinds of mineral resources all over the world (AngloGold Ashanti, 2007). In Ghana, it is the mining company that handles the country’s largest mining site. AngloGold Ashanti has two operations in Ghana; the first operation is in Obuasi in the Ashanti region and the second in Iduapriem in the Western region of Ghana (AngloGold Ashanti, 2007).

Formerly, the Obuasi operations were assets of a Ghanaian based company, Ashanti Goldfields, but ownership was transferred to AngloGold Ashanti in 2004 and it started operations in that same year (AngloGold Ashanti, 2007). A claim by the Chief Executive Officer (CEO) of the company is that, “CSR is a priority area to the company” (AngloGold Ashanti, 2008). He deems the company as one that recognizes the importance of being socially responsible towards its stakeholders including shareholders, employees, their families, the communities and the environment” in which they are located, which is the Obuasi municipality. The question to ask here is that, how reflective is this statement in the lives of the people of Obuasi municipality. Apart from making profits for its shareholders and ensuring a safe and healthy working condition, how committed are the policies of the company towards community development? In an interview with the manager of the department of sustainable development of AGA, he consented to the fact that community development issues were not very well structured in the past. However, with the establishment of the sustainable development department, things are beginning to fall into shape. If this mine has existed for over a century but community development issues only became structured in 2007, then it raises a lot of concerns to be looked into. In 2007, statistics available showed that there had been over 75% reduction in the incidence of malaria in the Obuasi municipality as a result of an initiative which was undertaken by the company; Obuasi Malaria Control Programme

(OMCP). Malaria is one of the number one killer diseases in Ghana and the company's commitment towards reducing the incidence of Malaria shows a level of commitment towards the welfare of the people. It is interesting to find out how sustainable such initiatives and whether the methods adopted in reducing the malaria incidence is appropriate.

Also, according to the company, other priority areas is to keep and sustain the environment in which they work and make it remain ecologically sound and sustainable, provide employment and improve living standards in the community. It hopes to ensure that "the communities in which they operate derive real social and economic benefits from their presence in that community" (AGA, 2008). Although, it would be "ludicrous and unnecessarily restrictive" to expect AGA to be solely responsible and involved in every social development aspect of the Obuasi municipality, we hope to see an appreciable level of commitment from the company (Hopkins, 2004: 3).

3.1.4 Effects of Gold mining on the Communities

Gold mining, like other extractive minerals has several methods for its extraction. Whilst each of these methods affects the environment and the community, the extent of impact may differ among the method adopted. In this study, we will look at the impact of deep subsurface and open cast mining. Subsurface mining entails the removal of top soil including everything (including trees, buildings, homes, roads, etc) that is on the soil over a large tract of land. This type of mining can cause damage to personal properties such as homes, farms, roads and hospitals to name a few. Open cast mining is a method of extraction whereby underground shafts are sunk and are mainly supported by timber and other types of strong woods such as teak. This is the method that is predominantly being used by AGA for mining for the gold ore to be extracted. The difference between the two methods lies in the fact that whereas the subsurface mining entails the removal of mainly top soils which means mass destruction of everything on that land, the open cast mining "has fewer positive spin-offs like road building, home construction, health clinics, etc" (ALRN, 2005). However, it has a huge effect on groundwater, as the level has to be lowered below that of the pit, affecting wells and ecosystems over a huge area. The Obuasi mine is located in the Southern parts of the country which has a large tract of the country's vegetation.

Environmental Impact

The removal of gold ore for extraction disturbs the ecosystem of that area and even surrounding areas as well (ALRN, 2005: 8). The removal of the top soil reduces the vegetation in the area and other biological lives which may be present in the place. The biodiversity will changed completely as well as the rainfall pattern of the area. Over time, the least one would expect is climate change which contributes to global warming. The use of cyanide to extract the gold from the ore can be hazardous to both the land and the water bodies when these chemicals are discharged wrongly after use or when they spill. The chemical destroys streams, rivers and other source of water bodies thereby contaminating it. Such water source may be what the villagers drink; the consequences of

such are just as numerous. According to the African Labour Research Network (2005: 8), the mining and processing of gold creates heaps of “toxic waste because of the nature and quantities of chemicals used in processing gold. It produces noise and dust, which can also be toxic and radioactive”. Farmers in mining communities also lose their crops and the fertility of their land to mining activities. Apart from the spillage of cyanide, smoke from the mines can also destroy crops and bring about certain diseases to the inhabitants of the area such as lung diseases and other forms of cancer.

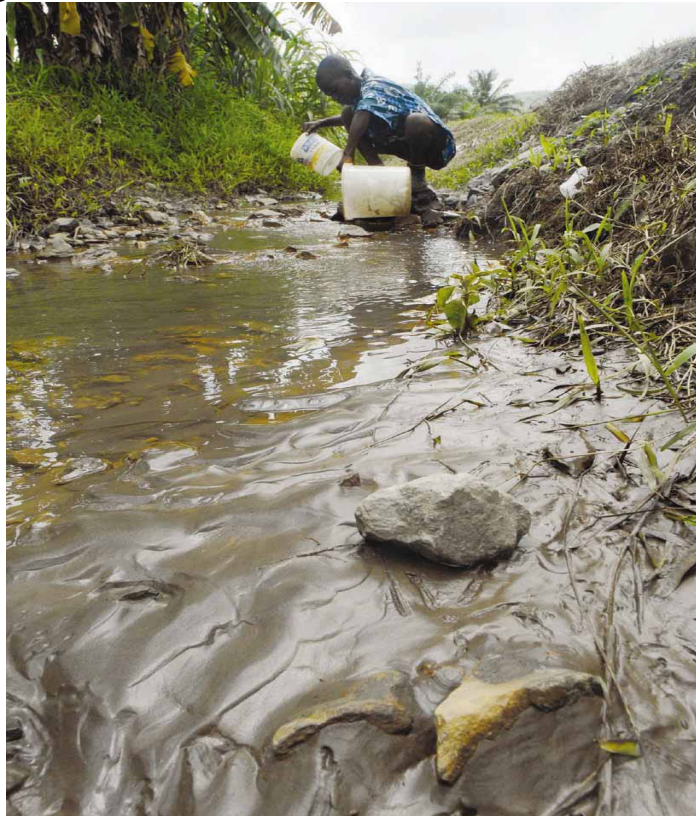


Figure 9: Photo of a polluted river in Anyinam, a village in the Obuasi municipality
Source: Action Aid (2006)

The picture above depicts a child fetching water from a heavily contaminated source of water in the Anyinam village. In the case of this village and some other villages, the community’s only source of water may be contaminated.

Social-economic Impact

Mining communities enjoy certain facilities such as electricity, construction of good roads and other social and economic amenities. However, these facilities may not be in the quantity and quality that is expected. One cannot overlook the negative social impact of mining. Usually, the land earmarked for the mining are sold out by top government officials with very little or no involvement of the local people. Some parts of the land may be considered sacred and special to the people but due the mining and processing of gold in the area, the local people will be forced out of the land. Again, mining companies use large amounts of water and energy (ALRN, 2005: 8), thereby exerting pressure on the

already strained water, land and energy resources. Although the existence of the mining company in the community will create jobs by employing some of the local people and improving their standard of living, the level of poverty in mining companies are nothing to write home about. The worst part comes when the mine is closed down. Economic activities in the community melts down, as people who were employed in the mining company lose their jobs and other subsidiary jobs (which may be providing goods and services to the company) to the company are likely to face a collapse of their business. Farmers sometimes lose their land or get experience a drastic reduction in their farm output due to land, water or air pollution from the gold mine. The government may pass certain laws which would prohibit the local communities from accessing any natural resource which may be the concession of the mining company. In Ghana, environmental policies tend to still be in its formative years and it only became more popularly implemented after the Rio conference (Boon and Hens, n.d). Also as a result of the destruction of farm lands, farmers tend to lose their job and they are not always appropriately compensated. Such incidents have dragged many able farmers into galamsey - small scale mining (Oxfam America, 2006).

Cultural and other impact of mining

Mining also has an effect on the culture of the indigenous people in the community. The presence of mining companies and the removal of forest regions sometimes interfere with the rich culture of the people living in the community especially when they are in a way attached to the natural settings of that area being cleared. As was stated in the Agenda 21, chapter 26, “indigenous people and their communities have a historical relationship with their lands and are generally descendants of the original inhabitants of such lands”. In another sense, any interference with the natural settings of a community can have an adverse effect on their history and their culture as a people. The document explained “lands” to include the environment of the areas which the people concerned are traditionally occupants.

Closely related to the issue of culture is the adverse effect of mining on the human rights of people living in the communities. In the case of Ghana, some local people have lost their homes, farm lands and other properties to mining companies without adequate compensation. After all, what compensation can be adequate to being evacuated from the land you have grown to love and be used to. Many times, there have been conflicts generated as a result of relocation exercises, and in some case people have even lost their lives. Also, people who are considered as encroachers on the concession lands of mining companies have suffered various degrees of consequences including being shot and injured. In my opinion, these are abuses of the rights of the people who have been kind enough to host these mining companies in their communities and that is the least treatment that they deserve. In agreement to a statement made by CMI, I believe that “a company that cannot operate without contributing to human rights violations should actually stay out” (CMI, 2007).

Whatever, the method of mining adopted, the community and the environment suffers some negative impacts? The AFLN (2005: 13) provides a summary of the environmental, economic and social effects of gold mining in mining communities.

Environmental Impact

- Water use and water pollution, often in water-scarce situations
- Energy-intensity. Where coal is the main source, as in South Africa, it has climate change knock-on effects
- Waste in huge volumes, some of it highly toxic
- Surface disturbance of vegetation and failure to meet rehabilitation requirements
- Geological disturbance like sinkholes and seismic movements
- The effects of acid mine drainage, including the liberating of heavy metals
- The use of chemicals like mercury and cyanide contaminating water and the land
- Uranium and radioactivity coming from uranium in tailings and scrap metal contaminated by uranium plants
- Dust leading to health problems like silicosis

Socio-economic Impact

- Loss of sacred places of meeting or worship etc.
- Explosions in open cast mines which leads to cracking of walls in nearby houses and excessive noise levels.
- Environmental injustice where communities are the victims of mining through displacement, loss of land and livelihoods, political confrontations, contaminated ecosystems – especially with “indigenous communities” in remote areas.
- Uneven gender impact, where women shoulder the burden of externalized costs through loss of natural resources, and stress on the social system, while excluded from most of the benefits.
- The legacy of more than a century and a failure of those who profited from mining to take responsibility for the present day consequences that communities live with around abandoned and “ownerless” mines.

Source: ALRN: 2005

3.1.5 Controlling the Environmental Impacts of gold mining: The role of EIA

“Environmental Impact Assessment (EIA) is a process for taking account of the potential environmental consequences of a proposed action during the planning, design, decision-making and implementation stages of that action” (Morrison-Saunders 2004:1). The EIA process also takes into consideration the socio-economic impacts of such proposed course of action (UNEP 2004: 4). Mining companies in Ghana are required to produce Environmental Impact Assessments, the implementation of which the Environmental Protection Agency (EPA) is supposed to ensure. The AGA has signed up the UN Global Compact and ISO 14001 environmental certification scheme (head of environmental department, AGA, 2009) which also requires that the company practices its mining activities in an environmentally sustainable way and thereby conduct an EIA before they

embark on any mining activity in an area. However, the EPA has been very weak in ensuring that mining companies conduct EIA before undertaking their mining activities. Since the laws backing them are weak and the system of checks is porous, it becomes very difficult to punish defaulters of EIA initiatives.

3.2 Theoretical Framework

The theoretical framework on which this thesis is based shows a posture of development that is people centered or bottom to top kind of development. Using CSR as one of the tools to attain sustainable development is not enough if the formulation and implementation of the policies does not involve the recipients of such developments. Although governments, especially in developing countries, continue to play a major role in addressing the development needs of their citizens, “the promotion of social development issues must also be one of partnership between government and private and non-governmental actors and, in particular, the corporate sector” (Hopkins, 2004: 4). In developing countries where governments are usually unaccountable and inefficient, CSR would offer itself as an alternative tool to bring about sustainable development. According to a report by the St. James Ethic Centre, “Corporate responsibility is achieved when businesses adapts all of its practices to ensure that it operates in ways that meet, or exceed, the ethical, legal, commercial and public expectations that society has of business”. In other words, businesses must incorporate the policies of CSR in their daily operations and not leave it as something that the businesses choose to do at any time convenient. Unlike what was popularized by the World Commission on Environment and Development, the sustainable development concept does not comprise only the environment, but instead, it consist of activities that care for the needs of society and the people living in it thereof (WCED, 1987 cited in Murphy and Bendell, 1999). The scope of definition goes beyond just the natural environment but more importantly, it encompasses the social environment.

3.2.1 Sustainable Development

Sustainable development (SD), a term codified for the first time in the World Conservation Strategy, has become a common cliché for most political and corporate leaders. This phrase has got several meanings and explanations but the most dominant of these explanations is what emerged in the Brundtland report in 1987. During a meeting by the World Commission on Environment and Development, “*Our Common Future*”, sustainable development was defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987: 43). This term, sustainable development is the main theme that runs through the entire Millennium Development Goals (MDGs). For example, MDG 1 seeks to eradicate extreme poverty and hunger from developing countries by the year 2015. MDG 3 is to promote gender equality and MDG 7 is about ensuring environmental sustainability, all to be achieved by the year 2015 (UN, 2008). In all we can see that the

theme that runs through the meaning of sustainable development coming out even in the three MDGs stated earlier, thus, economic, social, cultural and environmental sustainability are all embedded and very important to one of the most important documents currently for most developing countries. Now, the difficulty is not in seeing these principles being documented, the real question is how do we ensure economic, social, cultural and environmental sustainability in poverty stricken areas in the world? This is where, Corporate Social responsibility comes in. Corporate social responsibility could be said to be one of important factors which can help developing countries achieve sustainable development. As we will see in the next section that corporate social responsibility also boards around similar themes.

3.2.2 Defining CSR and its relation to Sustainable Development

There have been several definitions of CSR that has been documented and the trend has been that companies or institutions define it in a way that suits their purpose. However, in line with my research, I have identified two definitions which will be useful for the purposes of my research work. The first definitions that I find interesting is by the International Finance Corporation and they define CSR as “the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development” (IFC, 2008). We acknowledge the multi stakeholder dimension of CSR, confirming that the agenda of businesses should not be skewed only towards their shareholders.

According to Caroll (1999: 283), “the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”. This definition lays emphasis on the fact that at any particular point in time, society is expecting businesses to be responsible in a way that they have to and as such, as time and conditions changes, they expect businesses to also change their responsibility towards them. These definitions above will form the basis for my theoretical framework for the analysis of my data.

3.2.3 Corporate Community partnership

In recent years, most people have come to the recognition that it is no longer an “if” but rather of “how” CSR can be implemented, i.e. the question is no longer if CSR should be implemented but rather, how CSR can be efficiently implemented (Ruggie, cited in Economist, 2008). As a result, it has become important to critically assess the approaches by which CSR could be implemented in a way that can benefit corporate bodies as well as the society at large. Literature and empirical evidence has shown that a partnership between business corporations and the community in which they operate has been quite fruitful. Lack of partnership coupled with inadequate consultations in the implementation of CSR policies could have detrimental and unsustainable effects on the community. One way to effectively implement CSR is through a partnership between corporate bodies and

the community concerned. This approach when well done has the potential of ensuring sustainability of projects and the community having a sense of ownership of products done by the business organization. It is important to recognize that the road to the implementation of corporate-community partnership is not all roses. Idemudia (Uwafiokun, 2007) describes the relationship as “fragile” and advocates for exploration of problems that usually ensue between the corporate bodies and the community. In all, partnership can have a positive impact on improving sustainable development but it must be handled with much care.

4.0 Research Approach and Methodology

Before a person can conduct a research, he/she must consider the method to be adopted for the research. There are several ways of conducting research and researchers choose the appropriate method based on what they want to achieve and other factors which influences the outcome of the research. This chapter of the thesis is divided into three parts. In the first part, we shall discuss the factors which influence researchers' choice of research strategy and methodology as well as the specific considerations which informed my choice of research strategy. The second part discusses the different strategies of conducting social research. In this vein, we shall have a look at quantitative and qualitative research strategies, and the distinguishing features between them. As part of research strategies, we shall discuss the not-so-popular action research strategy. The last section shall take us through how this research was conducted and the challenges involved in using these methods.

4.1 Considerations for conducting social research

Various factors need to be considered when conducting a social research. Some of these factors include the relationship between theory and research, epistemological, ontological and practical considerations as well as the values of the researcher (Bryman, 2004: 21). One or a combination of any or all of these factors could impinge the conduct of social research. It is important to take a look at some of these factors as they possess the ability to have a huge impact on the research and sometimes determine the outcome of the research. The figure 10 below shows the various factors that researcher have to consider when conducting a social research study.

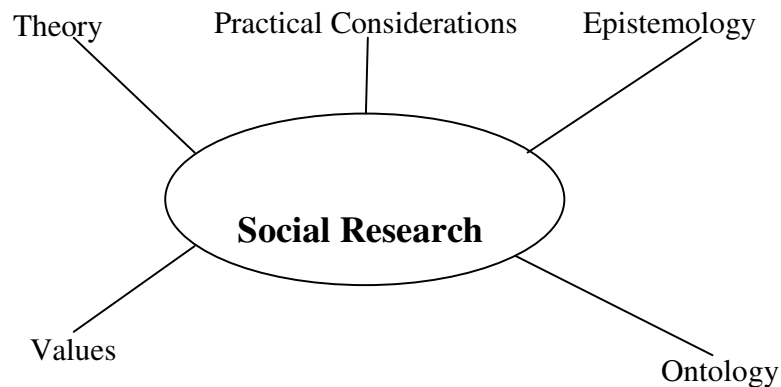


Figure 10: Diagram showing things to consider when conducting social research

Source: Bryman (2004)

4.1.1 Consideration of researchers' values

In conducting a research in the social sciences, values refer to the “personal beliefs” or impressions of the researcher (Bryman, 2004: 21). Different researchers have different impressions about the conduct of a particular study and it is largely expected that the conduct of a study is not subjective but rather objective. However, in the growing recognition of the values of researchers, it has become acceptable to create room for a certain level of subjectivity in social research. Researchers would have to acknowledge that it is possible for the personal beliefs of the researcher to have an impact on the study and still remain a credible study once the researcher has been able to put these feelings in check.

4.1.2 Theoretical Considerations

Researchers must consider the impact of theory when conducting a study. Although it is an easy and straightforward matter for researchers, its consideration and impact cannot be overlooked. There is a strong correlation between theory and research which needs to be considered. Theoretical considerations could be either inductive or deductive (Bryman, 2004: 8). With the deductive approach to theory, the researcher or social scientist must come up with a hypothesis which will be subjected to empirical proof and a possible modification of the theory which was already in place (Bryman 2004: 8). However with an inductive stance, the researcher would have to conduct his own observations without any hypothesis but then at the end of the research, he will formulate a theory based on his observations. In other words, theory is essential in the sense that, depending on what the researcher has in mind, he will adopt the appropriate strategy. If using a deductive approach, the structure will look differently as from using inductive theory (Sein 2007). Depending of what topic one wants to do research about, the fact that is that to some extent different variables will influence the result.

4.1.3 Epistemological Considerations

Another important tool that social researchers have to look out for is epistemological considerations. Epistemology is concerned with knowledge generation/construction from the “*relationship between knower and what can be known*”. It also explains theories on how to get knowledge about the world (Ryen, 2008). Epistemology raises such important questions as whether social problems can be handled by using the same rigorous procedures which are applied in the natural sciences and whether such procedures may fit well into the study of a social phenomenon. Usually the epistemological consideration is looked at with two distinct perspectives; natural science epistemology-positivism and interpretivism (Bryman, 2004: 11). Proponents of the natural science epistemology hold that the canons that are utilized in the physical sciences can be applied to the study of society. On the other hand is the interpretivist stance which advocates the fashioning out of a set of procedures that are applicable in the study of social phenomena and not necessarily follow the natural science model. It is important for the social researcher therefore to consider carefully how he intends to generate the information required for his research.

4.1.4 Ontological Considerations

A researcher will also have to contend with issues of ontology. Ontology in particular addresses issues like “*what is reality out there, what reality consists of and how is, it perceived and what there is to know about that reality*” (Ryen, 2008). Objectivism and constructionism are the two ontological positions. Objectivism “implies that social phenomena may confront us as external facts that are beyond our reach or influence”, while constructionism is based on realism and points out that social phenomena can be handled and accomplished by social actors, and that individuals create their own reality (Bryman, 2004, p. 16-18). To the extent that a researcher will need to understand what reality is before he pursues it by conducting a social research, ontological considerations are very important.

4.1.5 Practical Considerations

According to Bryman (2004: 23), practical issues have to be taken into consideration when conducting a social research. Apart from the philosophical issues of epistemology, ontology and axiology, there are also practical issues that may have such significance and importance on the outcome of the research that they may be difficult to ignore. For instance, a researcher will have to take into account the research questions in order to determine the right research strategy, design or method to use. A researcher will also have to take cognisance of the topic and the people or social phenomena being investigated. The availability of data or information on a particular topic is also crucial in determining what type of method that may be relevant. If no research has been done on a particular topic, it will kind of influence a researcher’s decision to adopt either a qualitative or quantitative research as it is extremely tedious to conduct a quantitative study in such a case (Bryman, 2004: 23). These and such considerations are very crucial for the conduct of a social research and it is very important that a researcher takes all of them into consideration.

4.2 Factors which influenced my choice of research strategy

As a social science researcher, my choice of research strategy was informed by a combination of the factors discussed above. Based upon the research questions that I formulated, I decided to conduct a qualitative research. The qualitative aspect will offer me the opportunity to be flexible and get to the bottom of certain social issues. I felt that an inductive approach to theory will be most appropriate for since what I wanted to find out did not require the formulation of hypothesis and proving it or otherwise thereof. I wanted to know the extent to which the company’s CSR policies have benefited the local people from the community’s point of view. With epistemology and ontology, I have taken an interpretivist and constructionist stance because I am of the view that not only are the actors of social research different from the natural sciences (Bryman, 2004:13) but also there must be room for some level of subjectivity in social research since we deal with the behaviour of human beings and not objects. On my ontological stance, it is also my belief that social issues or issues concerning the behaviour of human beings cannot be

static but they are constantly changing. This informed the way I structured my research questions in order to get the best results from the community.

4.3 Research Strategy

There are several strategies that researchers could adopt in their research. However, the most utilized and widely explored are the quantitative and qualitative research strategies. Another strategy which is not so popular is the action research. Whereas quantitative and qualitative strategies are more explanatory and exploratory, action research is focused on finding solutions to a particular societal problem. Thus, it is noteworthy that each of these research strategies has distinguishing features that will be described in the following sections.

4.3.1 Quantitative Research

Quantitative research can be defined as a “research strategy that emphasizes the quantification in the analysis and collection of data” (Bryman, 2004: 19). Bryman again notes that quantitative research is more objective and focuses on imbibing the practices of natural science models (2004: 19). Unlike qualitative research, quantitative research strategy is of the position that “social reality is an external and objective reality” and that society is static and not dynamic

4.3.2 Qualitative Research

Qualitative research methods are about exploratory studies to understand motivations and identify dimensions of problems in a society based on in-depth observations and analyses. It often focuses on how individuals and groups view and understand the world and construct meaning out of their experiences (Silverman, 2001:4). Also Bryman views qualitative research strategy as one “can be construed as a research approach that usually emphasizes words rather than quantification in the collection and analysis of data” (2004:19).

It must be noted that notwithstanding the traditional distinguishing emphasis of each of these strategies, it is not unusual these days to come across a purely qualitative work with tables and figures; and vice versa. It is in this regard that Silverman has particularly been critical of accounts of research strategies (in particular, the qualitative research) that do not acknowledge their different forms (1993 in Bryman 2004: 267). Nonetheless, differences exist and Bryman has observed that there is ample evidence suggesting that such differences are growing and gaining more currency (2004: 19).

Qualitative and Quantitative research strategies differ again in epistemology, ontology and in how they relate to theory as the table below shows.

	Qualitative Research	Quantitative Research
Epistemology	Interpretivist - The emphasis is on understanding the social world by examining how the human being as an active social actor interprets the social world around him. It acknowledges that human beings are not static but dynamic.	Positivist and natural science model – it emphasizes on the use of the natural science model to understand the social world and the human beings therein because they are considered as objects who acted upon by objective natural laws.
Ontology	Constructionist - Implies that social properties are outcomes of the interactions between individuals.	Objectivism - Assumes that social properties exist independent and outside of the social actors).
Relationship with theory	Inductive - Maintains the view that theory is generated out of research.	Deductive – It maintains that, research should be carried out based on a theory

Figure 11: Table showing difference between qualitative and quantitative research

Source: Bryman (2004)

4.3.3 Action Research

Action research can involve both qualitative and quantitative data. “It can be defined as an approach in which the action researcher and a client collaborate in the diagnosis of a problem and in the development of a solution based on the diagnosis”. The orientation of an action research is therefore to find solutions to problems instead of exploring same, just to explain them. In this vein Rapoport observes that an action research “aims to contribute both to the practical concerns of people in an immediate problematic situation to the goals of social science by joint collaboration within a mutually acceptable ethical framework” (1970, cited in Sussman and Evered 1978). As a result, this type of research strategy calls for the active involvement of both the researcher and the researched or the beneficiaries in this case. This contrasts the positivist view where the client system members are seen as objects for In conducting an action research, Sussman and Evered (1978: 600) have identified the five cyclical phases:

- Diagnosing;
- Action Planning;
- Action Taking;
- Evaluating; and
- Specifying Learning.

4.4 Research Design

Bryman (2004: 33) identifies five different types of research designs which are experimental design, cross-sectional or survey design, longitudinal design, case study design, and comparative design. My research will be based primarily on a single case study of Anglo Gold Ashanti, in the Obuasi Municipality. The aim of a case study is usually to “generate an intensive examination of a single case”, and then “engage in a theoretical analysis” in relation to this (Bryman 2004:52). Thus, in this case study we can identify two main actors: the people of Obuasi and AngloGold Ashanti company. Yin (1994), defines a case study as “an empirical enquiry that investigates a contemporary phenomenon within its real life context, when the boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used. It is particularly valuable in answering who, why and how questions in management research.” The research questions presented under the research problems above seeks to identify the improvement or otherwise in the social, environmental and economic lives of the people in the Obuasi municipality as a result of the citing of the mining industry in the area.

4.5 Research Method

Bryman (2004: 27), defines a research method as “a technique for collecting data”; Silverman outlines four main techniques for data collection which are (1) Observation, (2) Analyzing text and documents, (3) interviews, and (4) Recording and transcribing (Silverman, 2001:11). I will rely on the use of observations and Interviews to obtain my data that will guide me to get appropriate answers for my research questions. I will be considering and discussing the sort of improvement that have taken place in the lives of the people living in that area as a result of the company being cited in the district. I would also consider the social, economic and environmental effects of the allocation of the company in the district. Similar to ethnography, the term observation is made to refer to a situation whereby the researcher is involved with watching the behaviour of the researched, paying attention to conversations among the people and also asking them questions (Bryman, 2004: 292). 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. Malbon (1999) observes that unstructured interviews usually are conducted in the form of conversation and they come without interview schedules (cited in Bryman, 2004: 320). Meanwhile, Bryman (2004: 323) acknowledges that with semi-structured interviews, the researcher may have an interview guide and

follow it to some extent. This means that 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. Lastly, recording and transcribing is an important part of qualitative research as it also provides the researcher with the opportunity to get every detail that is required. Qualitative researchers are “not just interested in what people say but also the way they say it” and thus to be able to take all these details, they may need to record the interviews and later take time to analyze it. It is noteworthy that recording/taping and transcribing sometimes comes along with problems such the unwillingness of respondents to be taped or recorded as well as the malfunctioning of the tape machine (Rafaeli et al 1997, cited in Bryman, 2004: 331).

4.5.1 Selection of Case Study

While Obuasi has remained one of the mineral resource rich communities of the country for over a century now, it is not among the best developed communities in Ghana. Obuasi is an interesting community to consider as a case study owing to the fact that gold mining has existed in the Obuasi municipality for such a long period, one would expect that it would among the best developed communities in the country but this is not the case. The choice of company is obviously due to the fact that the mine in Obuasi is owned by AngloGold Ashanti limited. One thing interesting also is that, AngloGold Ashanti has for some time now been priding itself with being socially responsible and also making the Obuasi community better off than they met it. That is from their point of view but what about the community? Do they feel the same way? The case study will help me to find this out.

4.6 How the research was conducted

In pursuit of giving empirically founded answers to my research questions of which factors influence the economic, social and environmental performance of a CSR-committed mining company in Ghana and how the practice of CSR may improve the lives of the people in the community, I have conducted a qualitative case study. This offers me the opportunity to get a deeper understanding of development from the community's point of view. As I indicated earlier, I have taken an interpretivist and constructionist stance instead of embracing positivistic and objective positions. According to Silverman (2001: 25), researchers who are interested in exploring people's life, histories or everyday's behaviour must use qualitative instead of quantitative research strategy. Apart from the flexibility that the former offers, it makes room for researchers to actually appreciate the changing nature of society and the dynamic characteristics of the human behaviour. I used semi-structured interviews guided by an interview guide and the questions were mainly open-ended questions. Open-ended interviews means that the interviewees can freely respond to my questions (Kvale, 2001: 96 cited in Tobiassen, 2007: 29). I find this approach to be appropriate, as my objective is to get more information about the perceptions of people as far as their personal development and the development of the community is concerned. I wrote down the responses of all the interviews and also recorded some of the interviews that I had with the community. The choice not to record the majority of the interviews was based on a belief that this would have made many of the interviewees feel uneasy, and hence that the

most extensive and reliable information would be obtained without recording. Interviews took from 30 minutes to 2 hour, but with the majority in the 40-50 minutes range.

I also interviewed some of the workers of AngloGold Ashanti as well as some top management personnel. None of these interviews were recorded for reasons of the comfortability and confidentiality of the workers. In total, I interviewed about 30 people. My sampling methods were a combination of purposive and snowball. Purposive sampling is a form of non-probability sampling which is used when the researcher has a purpose for sampling those people for interview (Trochim, 2006). The aspect of snowball sampling that applies to my research is the fact I used my initial contact at the Department of Sustainable Development of AGA to get to know, and get in touch with, other respondents who were relevant to my research. For instance, through the department, I got to meet with people who were beneficiaries of projects done by the company. Data was collected from three major places in the Obuasi municipality; Gausu extension, the farm area, the Obuasi central, Mampamhwe, Adaase and ahansonyewodea .The sampling I used did not occur at a single goal, but it spread through the period of my data collection. The collection of data was carried out between 24th January, 2009 and 19th April, 2009. I started with interviewing some of the management officials of the company and also gathering some relevant document for analysis of the thesis. I later identified the villages that I wanted to work with, which has been stated above. In each village, I interviewed three people. Along the line, I made contacts with the Obuasi Municipal Assembly (OMA), which is the local governing body for the Obuasi municipality. At the office, I interviewed one worker who was designated by the District Chief Executive (DCE) of the Municipality, for statistical and other information. Apart from the interview I had with the official I conducted a document analysis at this office. I also interviewed some workers of the AGA, and they included senior staff and junior staff. The senior staffs are mainly the workers in the high income bracket, with the junior staff being in the low income bracket. This form of sampling helps to achieve a fair representation from the workers and also obtains diverse views. I interviewed some members of the Community Consultative Committee (CCC) set up by the AGA 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. Also I made close observation of the lifestyle and development level of the people in the community apart from the interviews conducted and some of these observations are shown in pictures under the empirical findings. The perception and thinking of my interviewee and those I observed are very important in this research and they serve as my main source of data.

4.6.1 Validity and Reliability of the Study

The issue of reliability and validity for a qualitative research is not as rigid as in the case of a quantitative research. Reliability and validity of the thesis lies in the fact that

In this study, aspiring to identify the importance of more informal relations, it is the use of people's perceptions as the main data, which is deemed to best ensure the validity of the study. Further, the main means of striving for both reliability and validity in the study has been the gathering of many different perspectives, which can be held up against each other. Also, concretely, the assurance of the reliability of the data was sought by crosschecking factual information/stories by asking several interviewees about the same concrete incidents/affairs. A validity problem may lie in the fact that some of the interviewees were bias in expressing their perceptions. This occurred in some few places like Adaase but in particular at Gausu extension, as a result of the presence of one of the managers of the company during an interview with them in that community. His help in showing me directions to the locations of my interviewees was more or less necessary, but it also proved impracticable to resist his insistence upon his own presence during some of the interviews particularly the one at Gausu extension.

5.0 Empirical Findings

This chapter presents the empirical findings gathered from the field. The findings are presented in accordance with the research questions and are organized around the objectives of the research as presented in chapter 1. The field work for this research was done within a period of twelve weeks and it comprises mainly of the interviews and observations of my respondents, as well as from some documents from the organization which were analyzed. This chapter offers readers an opportunity to have a first-hand access to information gathered from my respondents and also analyze them.

5.1 Implementation of AGA's CSR Policy

The AGA Company, a South African mining company, is a multinational company with its head quarters in Johannesburg, South Africa. It started its operations in Ghana in 2004, after it took over from the Ashanti Goldfields Company (AGC - a Ghanaian-owned company). The AGC lost over possession of the mine to the AGA after an unsuccessful hedging in 1999 which caused the company to make huge losses (A. Ohene Adu, personal communication, 31st January, 2009). Hedging is a business policy whereby the company sells its gold forward in order to keep the price of gold stable. . However, in this particular case, the price of gold begun shooting up after the company had taken this action which made them incur large losses. In order to prevent the total collapse of the company, they merged with the South African company and currently, the government of Ghana has a 3% share in the total profits from AGA i.e. from all its affiliates around the world.

One of the values of the AGA is their respect for the environment. In a leaflet provided by the company which spells out these core values, the last value reads:

We respect the environment

We are committed to continually improving our processes in order to prevent pollution, minimize waste, increase our carbon efficiency and make efficient use of natural resources. We will develop innovative solutions to mitigate environmental and climate risks. (AGA, n.d)

Before and even few years after the take – over of the mine, CSR has always been informal. In other words, not until 2007, the mining companies did not include CSR as a policy. The company made philanthropic donations to the community only when the community requested for it and if they thought it was appropriate to respond to such a call (A. Ohene Adu, personal communication, 31st January, 2009). However, in 2007, AGA instituted a structured CSR policy into their main stream corporate policies. They did this by creating a community and social development department under the sustainability division. The department has an office complex which is located in the company's premises and it is headed by Mr. Aboagye Ohene-Adu. The picture below shows the office complex of the department of Community and Social Development



Figure 12: Photo of the Office of the Community and Social Development Department:
Credit: Researcher (8th June 2009)

The aim of the establishment of this department is to provide a formal platform to address social issues and to give the community the opportunity to deal with the company directly in terms of their social concerns. To sum it, the implementation of the company's CSR policies are now channeled through the sustainability division, with much of the community involvement work being worked out through the community and social development department. The department receives complaints and requests from the local community and presents it to the company for discussion and action to be taken on it. It also organizes meetings with the chiefs and some of the other leaders of the various communities in order to be on the same page on their social issues. However, a good question to ask is whether these meetings are enough to address the community's social, environmental and other pressing issues? In my field, I would say that to a large extent the answer is no for a number of reasons I observed. Most of the time, the meetings do not capture most of the people in the community and thus community participation has not been fairly represented. Secondly, due to the previous encounters with the company, some being violent, the people are sometimes intimidated to voice their opinions about certain actions or inactions of the company which affects them. The people sometimes fail to attend such meetings due to the outcomes of previous meetings, which has as it were been, fruitless. *What is the point in attending meetings if 'nothing' seems to come out such meetings? It is simply a waste of my precious time*, lamented one of the respondents who is a farmer. Another issue also is that sometimes the chiefs or traditional leaders of these communities become a mouth piece of the company instead of the

people. They are unable to speak for their people, probably because the company has made their personal situations better and they would not want to offend them by speaking against them. Thus, they either become lame ducks or advocates for the companies instead of a mouth piece for the people they lead.

5.1.1 Malaria control in the Obuasi municipality

In their attempts to address some of the social problems of the Obuasi municipality, the AGA Company has embarked on a malaria control programme known as the Obuasi Malaria Control Programme (OMCP). The initiative came up as a result of complaints from the local people about the high incidence of malaria in the area which was also strongly supported by the then CEO of the company, Bobby Godsell (S. Danso, personal communication, 12th February 2009). After subsequent deliberation by the company, it decided to embark on a malaria-prevention programme in order to reduce the malaria cases in the area. According to the programme's manager, Mr. S. O. Danso, the programme took off in April 2006 after a formal inauguration by the then President of Ghana, John Agyekum Kufour. The programme aimed to achieve a 50% reduction in malaria incidence in the Obuasi municipality. Statistics from hospitals and clinics in Obuasi show that in 2005, over six thousand cases of malaria were recorded out of the total of twelve thousand cases reported at the various hospitals. The programme was an integrated programme which adopted various methods of malaria control and prevention. One of the documents prepared prior to the implementation of the OMCP shows the following as the methods used in the programme.

- Vector Control - Indoor Residual Spraying (IRS)
- Distribution of Insecticide Treated Nets (ITN's)
- Larvicide of breeding areas (water bodies)
- Environmental Management (screening)
- Surveillance, monitoring & research
- Information, Education, Communication(community)
 - Life style changes
 - Advocate use of Repellants (night shift workers)
- Early, effective diagnosis & treatment

Source: (S. Danso, personal communication, 12th February 2009))

According to the programmes manager, Mr. Danso, the whole programme pivoted on the internal residual programme and this he explained as the spraying of walls in every home in the Obuasi municipality, with the aim of destroying the mosquitoes that transmit the malaria parasite. The efficacy of the insecticide is 5 months and thus the IRS is done

every 6 months with the first one taking off in February 2008 and a second one in July 2008. They were about on the third one at the time of my field work.

The IRS programme uses a more labour intensive method and the company takes the opportunity as way to provide temporary employment for the people in the municipality. However, how sustainable are these jobs and what should these people be doing once there is no job for them to do? Again, one difficulty about the provision of employment is the difficulty in identifying the true residents of the Obuasi municipality. The people may come from outside the community and take up some of these jobs thereby denying the residents of the Obuasi community from enjoying such social benefits from the company.

The OMCP programme's manager asserts that the total cost of the OMCP is borne totally by the AGA Company. As at December 2007, the company had spent about 1,874,991.00 Ghana Cedis which was equivalent to USD 1,874,991.00 (S. Danso, personal communication, 12th February 2009). Apart from the fact that this is such an enormous amount to be spent on the programme, which brings in mind the issue of sustainability of the programme. Eradicating malaria is as important for the community as it is for the company, most of the methods being used in the programme may not be sustainable. It is very costly to do the IRS which does not even kill all the mosquitoes but it reduces the number of the malaria parasites and it is feared that this programme may not take stay long enough for the better of the community especially when the mine is closed in the future. However, it is worth noting that the OMCP programme has been nominated as a principal recipient of a global fund for the next five years. Since the programme has been successful, the fund is to help extend its implementation to 40 districts in Ghana within the next five years with the aim of reducing the incidence of malaria in the country. According to Mr. Danso, the programme takes off; this initiative takes off in the 2nd quarter of 2009; however it is worth noting that the programme cannot be implemented in urban areas but only peri-urban areas (S. Danso, personal communication, 12th February 2009).

The implementation of the programme did not occur without some challenges. One of the major challenges was the unwillingness of some of the residents to allow the sprayers into their private properties especially their bedrooms. In Ghana, it is unusual for strangers to enter into people's bedrooms as it is considered uncultured and disrespectful and also for fear of strangers stealing some valuable items. However, through prior education of the residents and reassurance that the sprayers have been screened by the police, some of these incidences were minimal. The other challenge was that the residents complained about the strong odor from the spray which stayed for well over two weeks. Staying in our own rooms now became inconvenient and we had to stay outside most of the time, lamented one of the residents (O. Sekyere, personal communication, 3rd March 2009). Staying outside their room during night time meant being exposed to the mosquitoes that may outside. Their other complaint is also that the spray destroyed their beautiful paints on the wall, which meant that they had to spend some money to repaint the walls (O. Sekyere, personal communication, 3rd March 2009).

In terms of their objective of reducing malaria incidence in the Obuasi municipality, the OMCP has been able to achieve about 75% reductions in malaria in the Obuasi municipality according to hospital statistics in the municipality. Of course such a programme is very much beneficial to the company in the sense that it reduces the rate of malaria related absenteeism, which means a higher productivity for the company and reduced cost as well. To quote from the AGA Report to Society 2004

“... Malaria remains the most significant Public Health threat to AngloGold Ashanti operations in Ghana, Mali, Guinea and Tanzania..”. The importance of malaria prevention and reduction to the company, thus, cannot be overemphasized.

The people employed in the programme both permanent and temporary are from the municipality which provides income for some of the youth who do not have job but some of these jobs like I noted are temporary and therefore the workers do not enjoy the luxury of receiving income throughout the whole year. Jobs like these pay quite well (for instance the sprayers are paid a salary of USD 227) and thus it is attractive enough to draw some of the people away from the small scale mining, otherwise known locally as ‘*galamsey*’. According to the programmes manager, the OMCP currently employs a total of 120 workers who do various task including spraying, supervising and administration staff. Again, this is beneficial to the company because small scale miners are detrimental to the company. They sometimes destroy some of the company’s assets and it was reported two years ago that, these *galamsey* workers cause a fire outbreak in one of the company’s plants which cost the company and the Electricity Company of Ghana (ECG) a total sum of 6 million US Dollars. Sometimes, they tamper with the dams (of waste chemicals) and these can cause some hazards including flooding of farms and lands, reports (A. Ohene Adu, personal communication, 7th February, 2009). The people that end up as *galamsey* workers, sometimes, are people who have lost their source of livelihood as a result of the mining activities. Since they are usually not literates and may not have any special skill, the company may not be able to absorb them into their mainstream employment. How could one possibly blame these ‘*galamsey*’ workers for their ‘illegal’ activities when their source of livelihood and income has been taken away and they have to survive? Unfortunately, even though the ‘*galamsey*’ work is dead dangerous, it is their only means of survival for now.

❖ **Creating employment for the local people**The Piggery project

In their bid to draw most of the unemployed people from ‘*galamsey*’ businesses and as part of their social responsibility, the company is embarking on a number of income generating projects for the community. Amongst them is what they have called the piggery project. A programme initiated only this year with the aim of meeting the protein needs of the workers and the community, the piggery project is expected to develop into an industry where there will be a processing plant to process the meat into sausages, bacon, etc for commercial purposes. As it is now, the piggery project is a pilot project which has taken off in 3 communities (Adaase, Mampamhwe and Ahansonyewodea villages, all in the Obuasi municipality) involving 3 families from each community, with 3 other communities yet to take off (these communities were not counted as part of my

research). The project is facilitated by the head of business department in the company. During my interview with beneficiaries from the Mampamhwe village, I found out that the first beneficiary, Kwabena Mensah has 1 wife and 6 children, the second person Kwaku Nuamah has 2 wives and 10 children and the last beneficiary Yaw Amoah also has 1 wife and 5 children. For all of them, their families are totally dependent on them and even though they have other sources of income i.e. vegetable farm, corn farm, etc, their income is still insufficient to feed and sustain that size of family. The other side is that, they have the benefit of working with their families on their farms especially their wives and the children when they return from school. None of them had children in tertiary education and only one of them Kwaku Nuamah had one child in senior high school. Most of their children were in kindergarten, primary and junior high school. Their wives and children go out to some homes to ask for and sometimes buy left-over food and the peels of cassava, plantain, etc to be given to their animals.

- **How the piggery project runs**

The company sponsors the provision of 3 full grown pigs (2 females and 1 bull) and feed for the first one month. This is given each of the beneficiary families who are supposed to care for the animals to grow and sell later. Before the pigs are made available to the family, the men in those beneficiary families receive 2 weeks of training from the company's pig farm as to how to take care of their own farms. During this programme, the food, transportation and per diem of the men are taken care of by the company. According to the head of business department, pens are also constructed and furnished by the company to house the pigs in them and once the pigs are donated, the family also benefits from free veterinary services to ensure healthy growing of the animals. Beneficiary families are expected to donate 3 piglets to other families in the village once their females give birth. This is to ensure that the programme is sustainable and also widespread in the whole community. The picture below shows sample pictures of the beneficiaries and excerpts of the piggery project in Adaase village.



Figure 13: Sample photos from the piggery project

Credit: Researcher (6th April 2009)

○ **Challenges in the implementation of the piggery project**

Although the beneficiaries acknowledge that this is a good initiative from the company, they would have wished that the company had made contacts with them before implementing it. There are a few challenges that these beneficiaries face. One of the main ones includes inadequate feed for the animals after the first month of feed from the company. These families are poor and they cannot afford to buy special feed for the pigs as the company had been doing. The local feed that they give them are also a bit costly for them and they are sometimes compelled to give them cheap and non-quality feed; which does not make them grow properly. As at the time of the interview, the beneficiaries had not had the chance to have received income yet and thus it was such a difficult time for them to provide feed from their meager income whilst waiting for the pigs to give birth and enjoy proceeds from its sale. The company claims that marketing of the animals will be done by the company; however I foresee that with the outbreak of the swine flu, the sustainability of the project might pose some challenge. The demand for pork in the country is reported to have fallen due to the announcement of the outbreak of

the swine flu disease in the print and electronic media, including national television and radio.

❖ **The garment project**

The garment project is another initiative by the company that I inspected and observed during my field work. The Obuasi Garment Works was formed in 2008 and is located in a town known as Gausu extension in the Obuasi municipality. The project is quite an interesting one to actually assess so far as the company's CSR project is concerned. This is a special one where the active participation of the company, unlike the piggery project, is minimal. The company felt that they should rely on locally sewn overalls instead of importing them from outside the country. And this is what brought about the birth of the Obuasi Garment project. The project is 95% owned by a private individual who is also a chief and 5% is owned by the Obuasi Tailors Association (OTA). The chief provides the machines and other capital which is required for the production to take place. Employment is mainly provided by OTA. Marketing of the overalls is not a problem since the AGA purchases everything that the company makes and also some other mining companies in the country have contracted them to provide overalls and company shirts for them (Nana Bawuah, personal communication, 7th April, 2009). This project is one of the sustainable projects that are meant not to be dependent on the mine. In other words, it is expected that this project will last even when the mine is closed down.

○ **Challenges**

One cannot overlook the challenges faced by the garment company. Although the clothes are sewn in Ghana by these tailors, all the materials needed for the sewing is imported from China and South Africa, including the machines, cloth, buttons, thread, etc. sometimes the imported items do not arrive in time to allow prompt delivery of their goods, lamented Nana Bawuah. The fact that the materials are imported from outside the country increases their cost of production and this situation is worsened by the fact that AGA sometimes offers them low prices, thereby decreasing their profit margin. In terms of benefit to the whole economy, the imported items means a balance of payment deficit for the country and this trend cannot be overemphasized. It is also interesting to note that although the long term objective of this project is to provide alternative source of employment which is not gold mining-dependent, the market for the goods produced are mine-dependent. If the mine closes down today, there is a high possibility that such a company will not survive for the next few months. Although, they eventually want to extend to providing other forms of clothing to other companies and even individuals, it is not going to be done in the foreseeable future. How could one say that such an initiative is sustainable?

5.1.3 Other CSR projects

Apart from the above mentioned projects, the company has also been conducting some project worth mentioning. I did not get the chance to review these projects due to inadequate time and transportation issues. I just got to know about them in my interaction with the manager of the department of community and social development. According to Mr. Aboagye, the company is embarking on an aquaculture project for the benefit of individuals in the community. As a way of restoring the environment, the company is turning some of its pits into fish farms which can generate employment and income for the community. They also absorb a large number of national service personnel providing them with better allowance. They also provide waste ore or granite for community developments such as the building of churches, palaces, schools, etc as was informed by Mr. Siabour, the head of business development of the company. Occasionally, the company in collaboration with the OMA organizes clean-up exercises which cost is fully borne by the company. Obuasi is engulfed in filth; occasional clean up exercises are good but it is not enough to rid the city of the filth that has engulfed it. Most of the workers I interviewed seem to appreciate the wages and working conditions provided by the company. For the senior staff (general managers, managers, superintendants), they receive scholarships for their children all the way from kindergarten through tertiary education. Some of the senior and junior also receive sponsorship to read specific courses in some of the country's tertiary institutions including GIMPA, Kwame Nkrumah University of Science and Technology (KNUST), University of Ghana (UG) as well as some chosen universities abroad (A. Ohene-Adu, personal communication, 7th February 2009). Some of the benefits such as free education for children, study abroad, do not extend to the junior officers. Thus, there is a general perception created among the workers which makes the junior staff feel less important and alienated (Evelyn Jewels, personal communication, 10th March 2009).

However, each worker receives free medical care, life insurance, free electricity, water and recreational facilities (interview, Mr. Aboagye, 7th February 2009). The provision of free electricity by the company extends to Sansu and Anyinam (two of the most impacted villages). The inhabitants of these two communities enjoy the provision of these utilities without having to worry about paying the bills for them. Like I indicated earlier, these two communities are among the most impacted communities, thus, they experience most of the environmental, economic and social hazards of the company. Obviously, the company takes 'so much' from them and so the provision of the free utilities is like a token of compensation and should not be taken as such a big deal lamented one of the people in the community. The water being provided as free is contaminated with chemicals, their land is destroyed and their air is heavily polluted. Why should they smile just because of free utilities? After all when the mine closes down, there will be no one to provide them with these utilities for free and worst of all they would have to cope with and adapt living with bad environmental, economic and social hazards created by the mining activities after the town becomes a 'ghost town'. Even though the mine has not yet closed down, the transition of the mine from AGC to AGA has brought some inconveniences for some of the workers. Many of them had to proceed on early leave and the pension given to is not able to sustain them and their families. The claim of one of

such ex-workers is that, “it has been hard to hold anyone accountable for our plight because we were employed by AGC which is no longer in charge of the company and we are already having a feel of what our situation will be like when the mine is no longer in operation” (Yaw Boakye, personal communication, 7th April 2009).

5.2 Corporate Community Synergy

The concept of corporate community collaboration is not very evident in the Obuasi municipality. Although the company does engage the community in various meetings, it seems as if their opinions do not matter that much to the company. The formulation of CSR policies are mainly done by the company with no or little consultation with the people who are supposed to benefit from such policies. For instance the piggery and garment project initiative were all planned out by the company and also implementation was imposed upon them. Kwaku Asante, one of the beneficiaries complains that they wished the company had consulted them before coming up with the those projects to seek their consent and opinions about how to make it more meaning than it already is. Since they are poor, they do not have any choice but to accept any little help that the company wants to offer them (Kwaku Asante, personal communication, 13th April, 2009). The workers of AGA also commented that certain CSR projects such as the OMCP were done without prior consultation with them, they were only informed about when the project was about to take off. For all the people I interviewed in the communities (with the exception of members of the CCC), CSR policies and projects are formulated without their input. The company only informs them when the project is about to take off.

Meetings organized between the company and the community is not always open to every person or adult in the community. In order to be able to have effective communication with the company, the community must form a Community Consultative Committee (CCC) which includes chiefs, local authorities (assembly men and women) and only 3 people to represent the community. The committee usually meets with the representatives of the company at specific periods of each month to discuss issues bothering the community.

5.2.1 Affected Communities, Traditional Authorities and the Public

Owing to the fact that traditional rulers have quite an enormous impact on the development of the local communities, it is interesting to take a look at the role that traditional authorities in mining communities have played in bring about sustainable development. The traditional authorities of most Ghanaian ethnic groups are organized in a hierarchy of paramount chiefs, sub chiefs and caretakers. Mostly traditional rulers enjoy deep-rooted respect from their people. They are seen as the custodians of customs and traditions, and at a village level as the community leaders settling disputes and externally representing the interests of the community (various interviews). Further, chiefs in Ghana by tradition are the ‘custodians of the land’, who must in principle approve the granting of mining concessions (Akabzaa & Darimani, 2001:38). There are also strong indications that the chief and his ‘elders’, in many instances, does not have as strong will to criticize

the mining companies as their traditional position as defendants of the overall community interest would merit.

Also the following testimony from the OMA assistant planning officer confirms an overall trend that the interests of chiefs in demanding responsible behaviour from AGA have been compromised:

“The chiefs only show their teeth when there has been pressure from the community. Otherwise they are in bed with the company. when we did this letter from the Municipal Assembly, they had to support it, because otherwise they would be seen by the communities as accomplices of the company, but generally they normally keep quiet. At Christmas there are hampers, you know these baskets with whiskey and chocolate and many nice things [...] and then when the company recruits staff it will be “oh this chief has been loyal, so we give it to him” (Desmond Dwomoh, personal communication, 7th April 2009) Turning to look at *resources*, interviews with community people and indeed the observations done in Adaase indicated a very large educational gap between community people and the AGA officials with whom the former negotiate both their monetary compensations for land, potential take over of new or reclaimed land, and AGA initiation of social development projects. Not surprisingly, the low educational level, often entailing that people are not aware of their legal rights, comes together with a low holding of financial resources, contributing to a situation of scarce possibilities for challenging companies in court. The low level of education in communities also contributes to the fact identified by several interviewees that when mining comes to a new area, people may not understand its implications, and therefore may not use their legal rights to raise demands with the companies in time (Desmond Dwomoh, personal communication, 7th April 2009).

5.3 Effect of the mining activities

Mining activities is known to have detrimental effects on the environment and on the people living in the community. In my data collection on the field, I discovered that the situation was not as different as what I have read in the books. However, another value of the company is spelt out in the company’s brochure are spelt in the following words:

The communities and societies in which we operate will be better off for AngloGold Ashanti having been there.

We uphold and promote fundamental human rights where we do business. We contribute to building productive, respectful and mutually beneficial partnerships in the communities in which we operate. We aim to leave host communities with a sustainable future.

This section will try to unravel the possible effects of mining activities on the people in the Obuasi municipality.

5.3.1 Impact on the environment

Most of the people I interviewed in the various communities agreed that the activities of the mining company have indeed destroyed their environment. Although many of them acknowledge the fact that the company has environmental responsibilities towards them, they claim that this responsibility has been neglected to a large extent so far as they are concerned. Their land is taken from them because they happened to be on concession land and by the time they may be done using the land, it is no longer 'useful' as it would have lost if not all, most of its nutrient content. They have to buy expensive chemical fertilizers before they can cultivate their crops.

The situation is no better as far as their water bodies are concerned (Kwaku Asante, interview, 7th April 2009). "Our streams which serve as the main source of drinking water for us have been heavily polluted with chemicals and they tell us not to drink it because it is poisonous. However, we are left with very little choice because the two boreholes constructed by AGC is no longer functioning and these new people, they have not provided us one yet" (Kwaku Asante, interview, 7th April 2009) and right now that is one of the major difficulties facing the Adaase village. Although, the company claims that they have improved their mining technology and thus the new one emits very little pollutants into the air, my interviewees shared a different opinion about this trend. According to most of the people I interviewed, the air is still polluted and they suffer various lung and skin diseases as a result. However, the inhabitants acknowledge that the quantity of air pollutant is not as bad as it used to be but it has improved only a little. They still have to contend with living with dust which results from the blasting of the rocks which contain the gold. And there is no way of escape from these actions, the inhabitants are left to the mercy of the company, only hoping that their building will not be hit and collapse on them and they will not be infected from inhalation of these dust particles. But of course, over the long period the effects of the air pollution manifests in various diseases such as extensive coughing and some 'strange' diseases as the local people choose to call it. Another major issue is that the smoke from the chimneys of the company destroys their crops and prevents them from growing properly. A cocoa farmer complained bitterly of how his cocoa trees became stunted and thus he had to destroy them and grow cassava. According to him, with the smoke from those chimneys, you cannot plant certain crops such as cocoa (a very important cash crop in the country) and plantain.

The inhabitants of Adaase also complained about the high rate of mosquito breeding in the area due to the location of one of the mines pit which has been converted to a fish farm. Although, the area enjoys the OMCP, the IRS does not kill the mosquitoes. It destroys and reduces their ability to transmit malaria to them and thus their existence in large numbers in the community is sometimes a huge nuisance to them. At the company's animal farm which is at the outskirts of Adaase village, I had an opportunity to interview the caretaker of the farm. According to him, he is exposed to the mercy of the mosquitoes. He explains that since the spray used in the IRS is not good for the animals, he does not benefit from the OMCP. He occasionally suffers from malaria but he is treated free of charge by the company.

5.3.2 Economic impact of AGA activities in Obuasi

The economic impact of mining activities in the Obuasi municipality cannot be overemphasized. According to the assistant planning officer of the Obuasi Municipal Assembly which represents the local authority in Obuasi, most of the land in the municipality has been bought as part of the concession for their mining activities. The people are only allowed to stay on it because they have not started mining that particular place yet. They have every right to eject people and remove everything on any land that is part of their concession (Desmond Dwomoh, personal communication, 5th April 2009). Technically speaking, for most of the inhabitants of the Obuasi municipality, they are occupying illegal lands according to the municipality because the lands were leased to the company some years ago. “Probably these people are not aware of such a lease”, he says (Desmond Dwomoh, personal communication 5th April 2009). Most of the people in the Obuasi municipality are farmers and what this means is that once farm lands are taken away for mining purposes, the people lose their source of livelihood. Two farmers in Adaasi (Kwaku Asante and Yaw Boakye) complains that the company took away their farm lands and gave them 1 create of egg and 1 gallon of kerosene as compensation. According to them some other people lost large plantations of palm and cocoa without any compensation from the company. These actions were taken without any prior notice to them and without warning; they just destroyed their farm and took away the land to plant teak and timber for their mining. How does the company expect such people to survive, having taken away their source of livelihood? The easy way out is for them to end up in ‘*galamsey*’ business. The bitter part is that, such business is not as rosy as their farming, but it is very risky and dangerous. It is risky in the sense that they get arrested during confrontations or receive gun shots from the company. It also affects their health since they handle the deadly chemicals with their bare hands and not wearing any protective clothing. Some of them develop burulli ulcer and other kinds of chronic diseases.

Apart from those who get their land totally taken from them with little compensation, there are those who get low yield from their farm due to the limited amount of land coupled with pollutants affecting the land, water and the air. “Even though we buy chemical fertilizer at throat cutting prices, we still do not get as much yield as we expect because of the activities of the mine which pollutes the air and the land” (Thomas Appiah – farmer, interview, 2nd April 2009). As mentioned earlier, cocoa is a very important cash crop to the Ghana as it is major cash crop exported to the world market. Cocoa farmers in Obuasi have suffered a great deal because their crops no longer do well and they have to cut them down in order to plant something else. “Cocoa in Ghana is bought by the government and it fetches us a lot of money, but now we are worse off because we lost our cocoa farms” (Thomas Appiah, interview, 2nd April 2009).

When asked whether they feel better off with the allocation of the mine in the community, most of the people in the villages answered in the negative. They ask how

they can be better off when their farms have been taken away without any sustainable compensation, alternative sources of livelihood and most of the youth in the villages are unemployed. Only a few of the youth in the village are employed to work for the company. “As far as we are concerned, poverty levels have increased and not decreased” (interview, inhabitants of Ahansonyewodea, Kwesi; Donkor and Kwame Nyamesem, 13th March 2009). “AGA has taken us for granted, they have taken our land and destroyed them, left us unemployed, don’t provide employment for our youth and delivers empty promises to us. They are concerned with our welfare, only concerned about profits at the expense of our future. They have made us worse off” (Thomas Appiah, Yaw Agyei and Kofi Mensah, personal communication, 14th March 2009).

However, economic activities in terms of buying and selling in the community are very vibrant. A lot of small scale enterprises are doing well in the municipality because they are subsidiaries companies of the mining company.

The AngloGold Ashanti company does not operate in isolation. It operates in a society where people actually have as their home. This suggests that in their day-to-day activities, they will come into contact with the community; whether such contacts are friendly or confrontational. Unfortunately, most of these contacts have been confrontational instead of a friendly one. Many people have lost trust in the company’s promise to make the community better off than they met it. According to them, they have not lived up to the expectation of improving their economic, social and cultural lives and the environment is also in no good shape (resident Adaase, Yaw Osei Wusu, personal communication, 28th January 2009). This perception has sometimes caused some demonstrations against the company by the youth of the community claiming the better life that they seem to have promised. At other times, people in the ‘galamsey’ business have been mercilessly dealt with by the company, thereby going a long way to weaken the already fragile relationship between the community and the company. Many of them have been arrested, beaten or even shot at for trespassing on the company’s assets.

There is also a general perception that the leaders of the community, especially the traditional rulers have been ‘bought’ by the company, making them toothless dogs and powerless. In other words, the company has greased the palm of the leaders with money and other benefits, making their lives far better than the ordinary people and this situation makes it difficult if not impossible to stand up against them. “When your leadership has been bought and broken, how do you fight for a better life from the people who have bought your leaders” (interview, resident and worker, Kwabena Agyei, 7 April, 2009)?

The existence of the mine in Obuasi has drawn people from all over the country and beyond to settle in the community. Intercultural co-existence has the benefit of the indigenous people getting to experience and learn about other cultures, but it also has enormous detrimental effects on the people. It has the likelihood to cause the indigenous people to lose their identity and their cultural heritage as a people. In Ghana, culture is something that is very much cherished and each ethnic group is identified by the maintenance of their cultural values. An important question to answer will be, does the Obuasi municipality still have their cultural identity. From various interviews, the

generalized perception is that what the Obuasi municipality has is a 'diluted culture'. Even though there may be nothing wrong with having a diluted culture, it makes it difficult for a person to know which culture to identify the town with.

One thing about having a lot of people coming and going out of the town is the upsurge of social vices in the community. Everybody comes with the aim of making money because they know that gold miners have money and sometimes they want to make money through whatever means possible. This is manifested in the increase in social vices such as prostitution, stealing and armed robbery. So the question is, how can AGA claim to make the community better when it leaves the town with traces of increased social vices?

5.4 Controlling the environmental impact of mining in the Obuasi municipality:

In their effort to improve upon their environmental standards of mining, AngloGold Ashanti has signed on to some international environmental tools aimed at keeping them in check of improving the quality of the environment. These international tools are the UN Global Compact and the ISO 14001. Launched by former UN Secretary General Kofi Annan as a network in 2000, the Global Compact is held to be "the world's largest voluntary corporate citizenship initiative" (UN, 2007:4). With its office within the UN, the Global Compact sets out "*ten universally accepted principles*" derived mainly from and around the following themes; the area of human rights, labour, the environment and anti-corruption, that participating businesses commit themselves to aligning their operations and strategies with (UN, 2007: 6). Whereas there is no external monitoring of performance, participating companies are required to report annually on their progress towards implementing the principles, while third parties can bring 'allegations of systematic or egregious abuses' to the Global Compact Office, who may then provide assistance and guidance for the company to rectify the matter, and in the very last instance delist the company as a participant from the Global Compact website (UN, 2008). The other working document that the company uses to ensure environmental sustainability is the ISO 14001. Originally developed by the International Organization for Standardization; a network of national standards institutes – the ISO 14001 awards participating companies an 'ISO 14001 certification', specifies the requirements for an Environmental Management System whose implementation in a company is audited every three years. Thus, the ISO does not set actual pollution abatement standards, but commit participating companies to 'continuous improvement' and evaluates the extent to which the Environmental Management System is utilized (Utting, 2000:5). The head of the environmental department of the company (Peter Yeboah) claims that "being a signatory to the ISO 14001 is a very important environmental point for the company and thus we try our possible best to ensure continuous improvement". Thus, although the company conducts an Environmental Impact Assessment (EIA) before undertaking any mining contract or activity, the main working document for the company is the Environmental Management Plan (EMP) (Peter Yeboah, personal communication, 7th April 2009). The issue here is that, so far as the company is concerned, EIA is used to identify the possible environmental issues that may be identified a result of the mining

activities, after which an EMP is prepared based on the issues identified from the EIA. In Ghana, the Environmental Impact Assessment is done by the Environmental Protection Agency (EPA). This institution is head quartered in Accra and there is not a single office of the EPA in the Obuasi municipality. The EIA for the company is supposed to be done before any mining operation takes place, but this has not always been the case with the company due to the absence of an office of the EPA in the Obuasi municipality, they have to come from Kumasi, about 45 minutes drive from the Obuasi municipality. This means that sometimes, an EMP is done when EIA has not been completed for a particular operation. In Obuasi, EMPs are reviewed every 3 years and a report of the review is submitted to the EPA for approval. This procedure allows the EPA to assess the progress of the company so far as the EMP is concerned. The process of EMP revolves around four quadrants; plan, implement, check and review or act. The process involved in each is explained diagrammatically below.

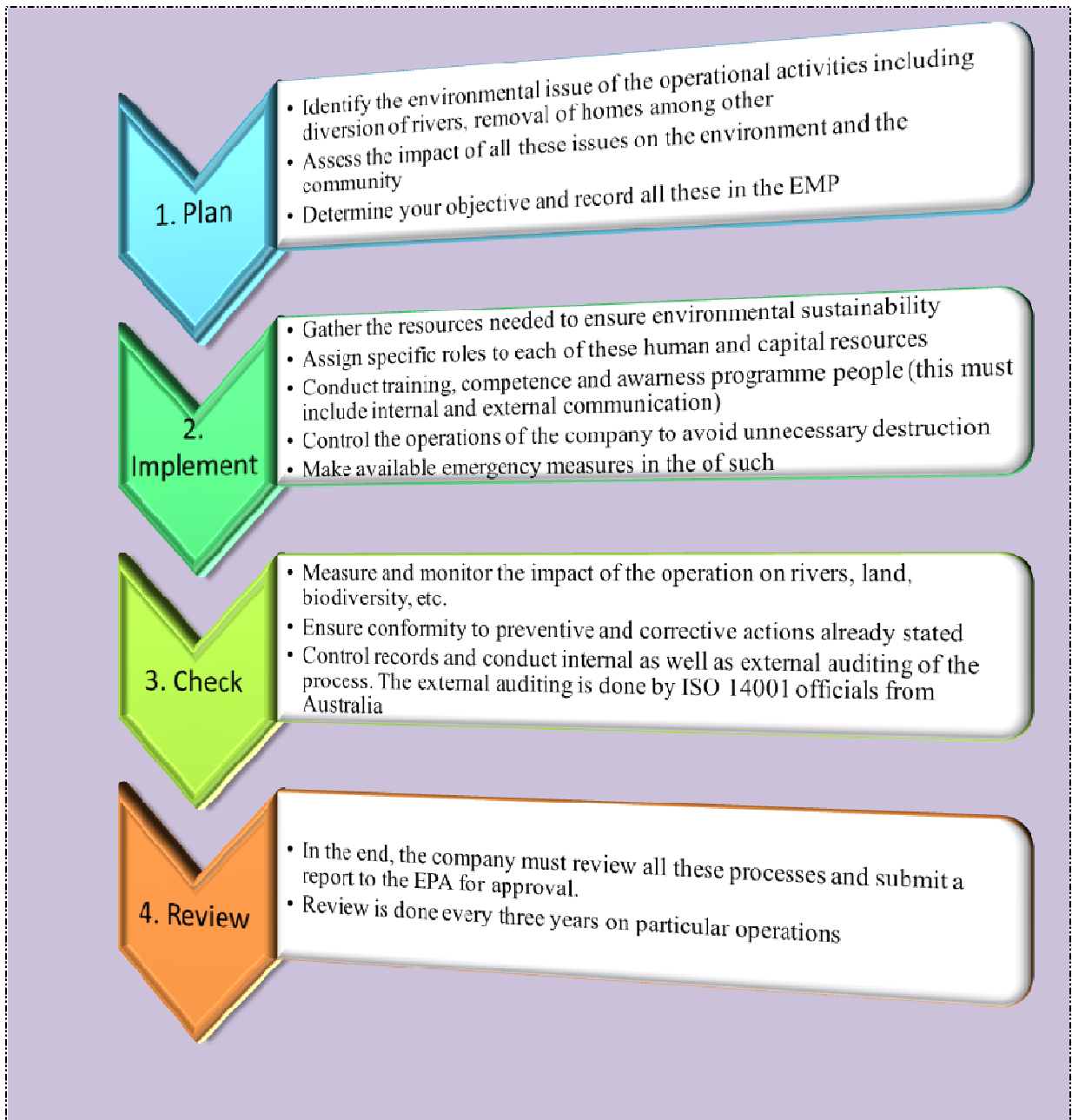


Figure 14: Diagram on the process of EMP

Credit: Researcher

5.4.1 Reclamation of land

The EPA requires that when a plant is closed down, the company must embark on a reclamation programme. In this regard, the government expects the company to commit a

given percentage of their assets and profits towards the purchase of security in order to appropriately reclaim affected lands just in case the company decided to take a 'French leave'. Reclamation could come in form of reforestation, turning of company pits into useful dams or fish ponds etc.

5.5 Challenges on the field

I encountered a few challenges when conducting the field work. The time frame for collecting data was constrained. Some of the respondents were in other parts of the regions and some were even in other region. The inadequate time and resources made it very difficult to reach some of these people. I did not know where to locate the respondents from the village and thus needed assistance from the company to locate them. Although, they helped me enormously in this respect, their presence posed a threat to getting accurate information from the respondents. During one of my interviews with one of the tailors at the Obuasi Garment Works, the presence of the manager for business development prevented the respondent from being open about the challenges they face in the organization. such a challenge will have a bearing on the way the findings of the research. However, in a related issue, I was able to communicate with other workers without much interference from AGA officials. I would have wished to witness a CCC meeting to actually know what goes on during their meetings. This was not possible due to the time constraint. Lastly, some of the respondents from the villages were unwilling to grant an interview because they felt that nothing 'good' comes out of such meetings. One of them actually requested for money if I wanted him grant an interview. To him, such meetings are only fruitless because it does not bring money into their pockets.

6.0 Conclusions

In an attempt to reconcile the achievement of social goals with business opportunity and competitiveness, Corporate Social Responsibility, as a voluntary incorporation of social and environmental concerns into corporate practices has established as an international guide largely supported and applauded by corporate executives, NGOs, governments, pressure groups, business academics and international and local development agencies alike. This is manifested in the fact that corporate bodies as well as international development agencies set up CSR-related departments or policies to facilitate its implementation. As an example, the UN has accepted and contributed to the establishment of the Global Compact arrangement as a norm for many corporate bodies (UN, 2008). However, not everybody hails the concept of CSR as some critics question the fundamentals and basis of CSR. Their argument is that businesses should focus on their core objective of profit-making and that any sway from this objective is unjustifiable and inappropriate.

Corporate social responsibility presents itself as a very useful tool for the implementation of sustainable development if the policies are well applied. Defining sustainable development as one which ensures that the developmental needs of present generations are taken care without depriving future generations the ability to provide for their needs, one cannot overlook the importance of the corporate world in ensuring this. It is important for companies and especially mining companies to have the developmental interest of their local communities at heart both during their stay in the company and even after they have abandoned the site. They need to ensure that their activities in the communities affect the local people in the most minimum way possible.

This thesis attempts to find answers to questions posed by many natural-resource rich communities like the Obuasi municipality. Does the existence of the mine make the community better off as the company claims? In theory, the mining companies 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 sustainability and 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.

On the other hand the negative impact of mining operations on the environment, economy and culture of the local community is quite enormous. As a farming community, they lose their land to make way for the operations of the company, streams and other source of drinking water are heavily polluted with chemicals, their air is no better and the culture is diluted due to the influx of many foreign people who are in one way connected to the activities of the company. Jobs that are created as alternative jobs are still mine-dependent and therefore one cannot be sure of its long term existence should the mine close down. In short the people in mining communities cannot claim to

be as better off as the company would like to have the world believe. I would summarize the plight of these poor mining communities in the words of Kwaku Nuamah.

“AGA has taken us for granted. They have taken so much from us but given us very little in return” (interview, researcher Kwaku Nuamah 5th April 2009).

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Appendices

Appendix A: The Ten Principles of the United Nations Global Compact

“The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. ”

Source: UN (2008)

Appendix B: Interview Guide

1. Are you aware the company has a social responsibility towards this community?
If yes, how did you know it?
2. Do you know the objectives of their CSR policies?
3. To what degree has AGA been fulfilling this social responsibility?
4. Have you noticed some specific things that the company has done for the community?
5. To what extent are you satisfied with what they have done?
6. Are they involving you in the planning and implementation of these projects? (their CSR policies).
7. If yes how are they involving you?
8. Is the specific project beneficial to you personally? If yes, how?
9. Is it beneficial to the whole community? If yes, how?
10. Do you think the project will continue even after the mine has been abandoned?
11. If no, why not?
12. If yes, why and how can it be sustained?
13. To what degree has the establishment of the mine reduced poverty in the Obuasi municipality?
14. Does the operation of the mine affect your occupation? How?
15. Does the operation of the mine affect you health? How?
16. Does it affect the environment? How?
17. How does it affect your social and cultural life?

Appendix C: List of interviewees

Interviews

Adu , Aboagye Ohene	Department of Community and Social Development Manager, AGA Obuasi
Agyei , Yaw	Beneficiary, piggery project, Adaase, Obuasi
Amoah , Yaw	Beneficiary, piggery project, Mampamhwe, Obuasi
Appiah , Thomas	Beneficiary, piggery project, Adaase, Obuasi
Asante , Kwaku	Beneficiary, piggery project, Adaase, Obuasi
Donkor , Kwesi	Beneficiary, piggery project, Ahansonyewodea, Obuasi
Danso , Samuel	Manager, Obuasi Malaria Control Programme
Dwomoh , Kwesi	Beneficiary, piggery project, Mampamhwe, Obuasi
Eshun , Kwaw John	Taylor, Obuasi Garment Works, Gausu Extension Obuasi
Jewels , Silvier	National Service personnel, AGA Obuasi
Korang , Florence	Worker, AGA Obuasi
Kusi , Michael	Taylor, Obuasi Garment Works, Gausu Extension, Obuasi
Mensah , Kwabena	Beneficiary, piggery project, Mampamhwe, Obuasi
Mensah , Kofi	Farmer, Adaase, Obuasi
Nuamah , Kwaku	Resident of Obuasi
Nyamesem , Kwame	Beneficiary, piggery project, Ahansonyewodea, Obuasi
Osei , Wusu Yaw	Resident,
Sekyere , Owusu	Driver, Department of Business Development, AGA Obuasi
Siabour , Nana	Department of Business Development Manager, AGA Obuasi
Wusu , Osei Yaw	Resident, Adaase, Obuasi

Yeboah, Peter

Environmental Department Manager, AGA Obuasi

Meetings:

Adu, Ohene Aboagy

Department of Community and Social Development
manager, AGA Obuasi

Bawuah, Nana

Entrepreneur, Obuasi Garment Works, Gausu
Extension, Obuasi

Dwomoh, Desmond

Assistant planning officer, Obuasi Municipal
Assembly, Obuasi