

**Exploring the Contribution of Corporate Social Responsibility by the Mining Sector on
Service Delivery in Fetakgomo-Tubatse Local Municipality**

By

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DECLARATION

I, Makgeru Beauty Mafeteng hereby declare that this dissertation is entirely my own independent work and all sources used have been indicated and acknowledged by means of references.

Signature:

Date:

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I express my utmost gratitude to God and my ancestors for granting me the opportunity and strength to pursue my studies and complete this dissertation.

I take this opportunity to also thank my late mom, Mabatsibi Modipadi Makgeru, whom I believe has been quite an angel, protecting me from things that might have derailed me from achieving this academic milestone. Ke a leboga Mma. My special thanks to my spouse, Mr Kgotleng Gabriel Bahula, who has been my pillar and so supportive throughout this journey, even at times when I doubted that I would complete this research dissertation. My son, Dikano Makgeru, you are acknowledged; you are the reason I am striving for excellence.

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ABSTRACT

The mining sector plays a significant role in the global economy through its provision of essential raw materials and energy resources, and includes its Corporate Responsibility (CSR) activities, such as socio-economic development to ensure the long-term well-being of local communities. This study explored the contribution of CSR initiatives by mining companies towards service delivery in the Fetakgomo-Tubatse Local Municipality in Limpopo Province. A qualitative research approach was adopted to gain an in-depth understanding of how mining sector CSR activities enhance service delivery. The research approach used enabled the researcher to capture participants' experiences, perceptions, and insights regarding the implementation and effectiveness of CSR initiatives. Purposive sampling was used to select key informants, including five officials from the mining sector and two municipal officials. While convenience sampling was applied to recruit community members. In total, 34 participants took part in the study. Data were collected through face-to-face interviews, using open-ended questions designed to elicit detailed responses to 'why' and 'how' questions. Thematic analysis was employed to identify recurring patterns and meanings within the data. The findings revealed divergent views on the contributions towards service delivery. Mining officials generally reported that CSR activities enhanced service delivery, while community members and municipal officials highlighted shortcomings, including insufficient commitment to development and failure to implement empowerment-oriented initiatives. Political interference emerged as a notable barrier to equitable service delivery, diverting resources, fostering mistrust, and stalling development. The study recommends adopting strategies to strengthen CSR implementation by mining companies, including enhanced monitoring and evaluation by relevant structures such as the Department of Mineral Resources and Energy, improved stakeholder relationships, and the development of policies that promote transparency, accountability, and inclusive participation in CSR initiatives.

Keywords: Corporate social responsibility, mining sector, service delivery,

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ACRONYMS

BBSEE	Broad Based Socio-Economic Empowerment
BBBEE	Broad based black economic empowerment
CSR	Corporate Social Responsibility
DMR	Department of Mineral Resources
FTLM	Fetakgomo-Tubatse Local municipality
GDP	Gross Domestic product
MNC	Multinational Corporation
SLP	Social and Labour Plan

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CHAPTER 1

ORIENTATION OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND

The study sought to explore the contribution of the mining industry's Corporate Social Responsibility (CSR) towards service delivery in the Fetakgomo-Tubatse Municipality, Limpopo Province, South Africa. CSR is a concept that has gained prominence in recent years, and the mining sector plays a fundamental role in socio-economic development (Fatima & Elbanna, 2023). However, the definition of Corporate Social Responsibility is broad and relates to a company's commitment to society and the environment, as well as its benefits to communities, on a voluntary basis. Yousefian, Bascompta, Sanmiquel and Vintro (2023) argue that CSR is driven by a range of considerations, including the moral obligation to human rights, societal welfare, and the protection of the environment, as well as the economic activities of a company. In addition, Yousefian et al. (2023) maintain that the mining sector is one of the controversial industries, citing both the benefits provided to society and the threats that come with its operations.

Most studies, including Pons et al (2021), and Muhammad, Arifin et al. (2024), view the mining sector as playing a significant role in global development, but they identify health and environmental threats associated with mining activities. Other studies have considered the historical context of CSR from an international perspective traced back to the early 20th century when companies first started to recognize the importance of their social and environmental responsibilities and, some studies have focused on CSR policies, stakeholder management and socio-economic development (Nguyen, 2018; Shipton & Dauvergne, 2022 and Yousefian et al 2023). One of the earliest examples of CSR can be found in the work of American industrialist Henry Ford in 1917 (Yeung, 2021). Henry Ford considered the aim of Ford Motor Company as doing as much as, possible for everybody concerned, to make money and use it, give employment, and send out the car where the people can use it and incidentally to make money (Lee, 2017). Ford Company has given back to communities in form of supporting schools with education facilities and bursaries. Furthermore, CSR became increasingly important as companies began to face growing pressure from consumers, investors, and governments to act ethically and responsibly (Fukuda & Ouchida, 2020). Many multinational corporations have adopted CSR policies and initiatives to address a wide range of social and environmental issues, such as climate change, human rights, and labor practices

(Yeung, 2021). These companies, such as Coca-Cola, Unilever, and Nestlé, amongst others, recognizes that CSR is not just a moral obligation, but also a strategic imperative that can help drive innovation, improve reputation, and build long-term relationships with stakeholders (Kim, 2017).

Subsequently, CSR in South Africa gained momentum after 1994 and was considered an essential component for boosting development, ranging from infrastructure and sanitation to other socio-economic development activities. Notably, South Africa has been experiencing a complex history of social and economic injustices. Therefore, the primary reasons for the increased emphasis on CSR are the legacy of Apartheid where the government enforced a system of racial segregation and discrimination that marginalized the majority black population, resulting in black people situated in areas characterized by poor infrastructure and roads (Sucheran, 2016; Mueller-Hirth, 2016). The marginalised status of black individuals continues to impact their economic opportunities, social interactions, health outcomes, educational achievements, political representation, and psychological well-being (Masegwane, 2022).

The South African government has also played a role in promoting CSR through legislation and regulations. The Companies Act of 2008, for example, introduced new requirements for companies to report on their social and environmental performance (Mueller-Hirth, 2016). This has incentivized companies to adopt more sustainable and responsible business practices (Masegwane, 2022). The south African government has further introduced the Broad-Black Business Economic Empowerment (BBBE) to ensure that companies such as mines give back to the communities. Furthermore the introduction of the mining charter has also played a very significant role in the implementation of the CSR in South Africa. Another factor that has contributed to the importance of CSR in South Africa is the growing demand for accountability and transparency in business practices (Halkos & Nomikos, 2021). As a result, many companies are acutely aware of the need to address the social inequalities that continue to exist in the country (Jordaan, Shandu & Moire, 2018). CSR initiatives can help bridge these gaps by providing access to education, healthcare, and other opportunities for marginalized communities (Acker et al. 2018). Some key CSR areas in South Africa include promoting economic development, empowering disadvantaged communities, and protecting the environment (Jordaan et al., 2018). Many companies are involved in initiatives such as, skills development programs, job creation projects, environmental conservation efforts, and service delivery (Mueller-Hirth, 2016).

Therefore, companies have a crucial role to play in addressing these issues through CSR initiatives (Jordaan et al., 2018). By engaging in CSR activities and initiatives, businesses can contribute to the development of the communities in which they operate, while also enhancing their own reputation and bottom line (Sabela et al., 2021). One of the ways in which CSR can enhance service delivery in South Africa is through the provision of essential services to underserved communities (Anwana, 2020). Many parts of the country still lack access to basic services such as, clean water, sanitation, healthcare, and education. Therefore, mine CSR remains the only hope for communities to address such community dilemmas (Phasha, 2020). By investing in projects that provide these services, companies can help to improve the quality of life for those in need and contribute to the overall development of the country (Mersham, 2016). For example, companies can partner with local organizations and government agencies to fund the construction of schools, health clinics, and water supply systems in rural areas (Fatima & Elbanna, 2023). By doing so, these organizations can help to bridge the gap in service delivery and improve the lives of those living in marginalized communities (Masegwane, 2022). Furthermore, by supporting skills development programs, entrepreneurship initiatives, and job creation projects, companies can help to uplift disadvantaged individuals and communities, thereby fostering a more inclusive and equitable society (Fukuda & Ouchida, 2020).

Fetakgomo-Tubatse municipality is one of the municipalities in Limpopo that has the highest number of mines (Phasha, 2020). Accordingly, the mining sector contributes 34% to the municipal Gross Value (Fetakgomo-Tubatse Local Municipality IDP 2017/18). The IDP 2017.2018 described Fetakgomo-Tubatse as one of the municipalities that continue to face challenges such as poverty, lack of community development, and poor service delivery, despite the numerous mines operating in surrounding areas. Precisely, the Fetakgomo-Tubatse Local Municipality faces significant social and economic challenges, including poor roads and limited access to proper water and sanitation (IDP 2017/2018). Additionally, Mkabela (2022) confirms that the government is often unable to provide adequate services to meet the needs of the population, leading to gaps in healthcare, education, infrastructure, and other essential service. Phasha (2020) argues that there are few studies on the specific contributions of CSR initiatives to enhancing service delivery in the study area, Fetakgomo-Tubatse Local Municipality, as the host of the mining operations. Therefore, this study focused on the contribution of CSR by the local mines in enhancing service delivery in the Fetakgomo - Tubatse Local Municipality, Limpopo Province.

1.2 STATEMENT OF RESEARCH PROBLEM

Globally, Corporate Social Responsibility (CSR) within the mining sector has attracted considerable scholarly attention. Existing research demonstrates that CSR initiatives contribute to economic growth, strengthen relationships between mining companies and host communities, improve employee morale, and generate broader socio-economic benefits (Halkos & Nomikos, 2021; Roussey, Balas & Palpacuer, 2022). In the South African context, CSR is regarded as a key mechanism for addressing historical inequalities through infrastructure development and the provision of essential services in mining-affected communities (Shandu, 2019).

Despite this recognition, most studies on CSR in the mining industry focus predominantly on socio-economic development, environmental sustainability, and stakeholder engagement, with limited emphasis on the role of CSR within the mining sector, towards enhancing service delivery. This has created a notable gap in the literature regarding how CSR contributes to both physical infrastructure development, such as roads, bridges, housing, and public facilities and social infrastructure related to poverty reduction, water security, employment creation, healthcare, and education. Consequently, limited empirical evidence exists on the extent to which mining-sector CSR initiatives directly support improvements in service delivery. This raises a critical question: “How, and to what extent, has the mining sector contributed to service-delivery-oriented CSR activities?”

While mining companies operate in several host communities, these communities continue to experience persistent service delivery challenges, including inadequate infrastructure, limited access to clean water, sanitation, electricity, and poor healthcare and education services (Yıldız & Kural, 2020). This discrepancy between CSR commitments and community realities further justifies the need for focused research. The study area, Fetakgomo-Tubatse Municipality in Limpopo Province, hosts 26 mining operations. Yet, there is a scarcity of studies examining how CSR initiatives by these mines contribute to service delivery outcomes. Although the mining industry makes substantial contributions to both the local and national economy, communities within the municipality continue to endure inadequate service delivery. This situation has led to recurring community protests and strained relations between residents and mining companies. Moreover, there is limited evidence demonstrating whether CSR interventions adequately respond to local service delivery needs, align with community priorities, or foster transparent, relevant, and sustainable development outcomes.

This gap calls for a critical analysis of the contribution of mining CSR to service delivery within the Fetakgomo-Tubatse Municipality. Understanding the extent to which CSR supports

infrastructure development and social welfare is essential to promoting sustainable community development in mining-affected regions. To address this gap, the study will examine existing CSR activities and analyse the experiences and perceptions of local community members.

1.3 RESEARCH QUESTIONS

The research question of the study is:

- How does corporate social responsibility (CSR) by the mining sector contribute towards enhancing service delivery in the Fetakgomo-Tubatse Local Municipality?

The research sub-questions are as follows:

- What CSR initiatives are currently being implemented by mining companies in Fetakgomo-Tubatse Local Municipality?
- What are the perceptions of local people regarding the CSR activities aimed at service provision in the Fetakgomo-Tubatse municipality?
- How are the services provided through the CSR initiatives improve the well-being of communities in the Fetakgomo-Tubatse municipality?
- What challenges do mining companies face in implementing effective CSR initiatives to enhance service delivery in the Fetakgomo-Tubatse Municipality?

1.4 AIMS OF THE STUDY AND OBJECTIVES

The study aims to explore the contribution of corporate social responsibility (CSR) by local mines to enhancing service delivery. The objectives drawn from the aim are presented below:

- To assess the CSR initiatives by mining companies in the Fetakgomo-Tubatse Local Municipality?
- To analyse perceptions of local people regarding the CSR initiatives aimed at service provision in the Fetakgomo-Tubatse Local Municipality.
- To examine how services provided through the CSR improve the well-being of communities in the Fetakgomo-Tubatse Local Municipality.
- To analyse the challenges faced by mining companies in implementing effective CSR initiatives for community development at the Fetakgomo-Tubatse Local Municipality.

1.5 DEFINITION OF TERMS

Corporate Social Responsibility: There is no universally accepted definition of Corporate Social Responsibility (CSR). It relates to important social, safety, health and environmental factors to which a company management must have adequate regard in the communities where they are doing business (Iren-Marie, 2011:321). CSR can be referred to as: “The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large’. The study adopts the definition of CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Service delivery: Service delivery refers to the process of providing services to customers or clients in a reliable, efficient, and effective manner. It involves the design, coordination, and execution of a set of activities that are aimed at delivering value to the end user (Ndevu & Muller, 2017). For this study service delivery take many forms, including construction of roads, water provision, the provision of skill development, and the offering of expertise. Service delivery in the contexts of the study puts more emphasis on infrastructure development and sanitation enhancement. Service delivery from be both the private sector such as mines and public sector referring to the municipality.

1.6 SUMMARY OF THE RESEARCH METHODOLOGY

This qualitative study adopted the exploratory research design. The study sought to gain deeper insights into how mining-sector CSR initiatives influence service delivery in the Fetakgomo-Tubatse Local Municipality. The sample was drawn from the community of Fetakgomo-Tubatse Local Municipality using the non-probability methods. The appropriate sampling method for the study was the purposive sampling and was used to recruiting 16 key informants who were; five (05) mine officials as, three (3) mine officials from mine 1, and two (2) mine officials from mine 2, two (2) municipal officials in the community development and Local Economic Development, three (3) traditional leaders, three (3) wards councillors, three (3) community civic forums. Furthermore, the study employed the Convenience Sampling method to select eighteen (18) members of the community. The sample size for this study was 34 participants.

Primary data was collected using face-to-face interviews. The open-ended questions were used to gather more information and to allow participants to provide a free-form answer based on

their own knowledge and understanding. For data analysis, the study utilised thematic analysis. The qualitative study considered trustworthiness as a comprehensive data quality measure, as it encompasses various dimensions such as accuracy, credibility, completeness of data, and validity of the results. Ethical issues considered in this study included integrity and objectivity; ensuring the confidentiality of data and the anonymity of participants; respecting and considering the rights and voluntary participation in the study; responsibility in the analysis of data and reporting of findings; and other considerations discussed in the methodology section. A detailed explanation on the research design and methodology for this study is presented in the methodology section, in Chapter Three of the dissertation.

1.7 SIGNIFICANCE OF THE STUDY

The study is significant in terms of its contribution to the growing body of knowledge on Corporate Social Responsibility (CSR) within the mining sector in the study area where mining remains the central component of the economy. Previous studies have directed attention largely towards socio-economic development, environmental management and stakeholder engagement, this study focused on the how the mining sector contributes to service delivery within Fetakgomo-Tubatse Municipality. The study adds to exiting literature on the efficiency and contribution of corporate social responsibility.

The study is important for local government, policy makers and the mining industries, as this highlights the extent to which the mining sector initiatives align with community priorities particularly concerning service deliver. The study provides a better understanding of the effectiveness of CSR support in local government efforts to address basic service needs of the people and indicates where improvements are required for sustainable, responsive CSR. The study will not change policies or activities but will make recommendation based on the findings.

The study captures the experiences and perspectives of local communities regarding CSR activities implemented in the area. The study promotes participatory development and encourages a more transparent and accountable relationship among the mining sector, local government and the community members. The study highlights what is done in terms of CSR and how people benefit from the activities of the mining sector. Using critically analysing the contribution of CSR towards service delivery, the study advances understanding of how CSR could promote sustainable and inclusive development at local level.

1.8 STRUCTURE OF THE DISSERTATION

Chapter 1: The chapter introduced the study and provides a detailed background to the study. The chapter include the statement of the problem, aim and objectives and the significance of the study with a brief overview of the methodology.

Chapter 2: The focus is on the theoretical framework which guided the emerging interpretations of the data and assisted in comparing data across participants.

Chapter 3: presents the literature review which was conducted to establish what has been studied on the contribution of the mining sector through CSR activities around service delivery. The theoretical framework guiding the study was discussed in this chapter.

Chapter 4: The chapter provides a detailed explanation of the research design and methodology used in the study. This includes a description of the data collection techniques and instruments, together with an analysis and interpretation of the collected data, data control quality measures and ethical considerations.

Chapter 5: The chapter presented and analysed the data and provided the findings of the study.

Chapter 6: The summary, conclusion and recommendations were covered in this chapter based on the research problem and objectives.

1.9 CHAPTER SUMMARY

This chapter outlined the introduction and background to the study, laying the foundation and providing a clear direction for the study. The research question, aim and objectives are outlined including the operational definitions for this study. A brief overview of the research process that was followed to answer the research question is provided. The following Chapter 2 presents the theoretical framework that guided the entire study.

CHAPTER 2

THEORETICAL FRAMEWORK

2.1. INTRODUCTION

The chapter presents the theoretical frameworks adopted in this study. The selected theoretical frameworks provided a foundational structure that guided the entire study from problem formulation, literature review, data analysis and interpretation. Fernando & Lawrence (2014) argue that the careful choice of theories assists in the analysis of current and potential practice and policy more thoughtfully and coherently. The theoretical frameworks ensure that the study is logical, systematic and contributes to the broader body of knowledge. The study adopted hybrid theories, guided by the nature of the study and aimed at better understanding the contribution of the mining sector's CSR activities to service delivery. The study adopted a hybrid theoretical approach, drawing on both Stakeholder Theory and Legitimacy Theory to examine Corporate Social Responsibility (CSR) practices in the mining sector.

2.2 CONCEPTUALISATION CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SERVICE DELIVERY

It is imperative to conceptualise the relationship between the key concepts of this study namely: Corporate Social Responsibility (CSR) and service delivery outcomes within the mining sector. The CSR initiatives refer to programmes and projects implemented by the mining sector to plough back into communities, including physical infrastructure development such as roads, water infrastructure, the construction of clinics, shelters, schools, libraries, and many other community-related upliftment programmes. In addition, the focus was on social and community development, such as poverty reduction programmes, skills development, employment creation, and other forms of support provided by the mining sector to the community. The CSR activities were extended to include community support programmes such as, youth development programmes, safety and security programmes and others.

Service delivery is conceptualised through physical infrastructure services such as access to clean water, proper sanitation, roads, bridges, and public facilities, and social service outcomes include educational support, health care, and social welfare initiatives.

Lastly, the perspectives of community members served as a critical lens for evaluating the effectiveness of CSR in enhancing service delivery, the relevance and alignment of initiatives with the basic service needs of host communities, and transparency in the mining sector.

2.3 THE THEORETICAL FRAMEWORKS OF THE STUDY

The theoretical perspectives outlined below provided a comprehensive understanding of how the mining sector utilise CSR as both a stakeholder management tool and a legitimacy- seeking mechanism. The hybrid approach facilitates an in-depth exploration of how CSR practice in the mining sector is strategically employed to balance the objectives of mining firms (profit-driven) with social responsibility (ploughing back) activities.

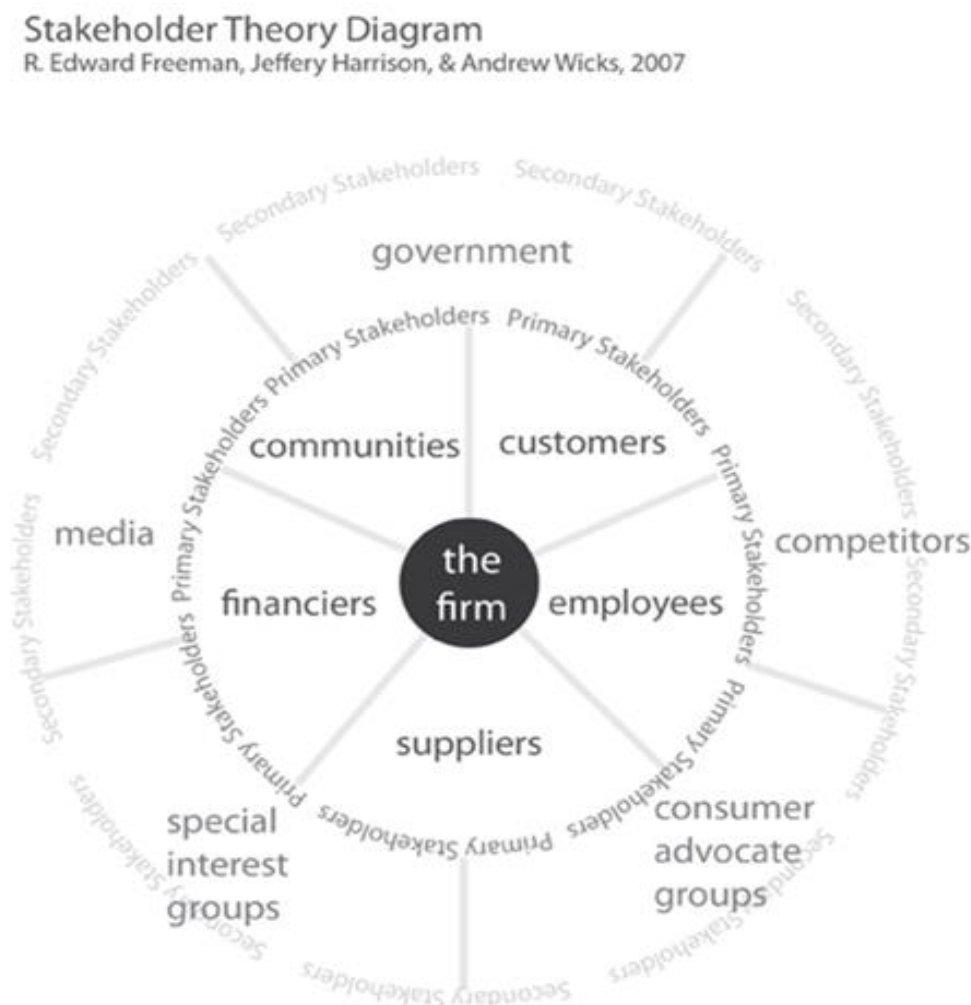
2.3.1 THE STAKEHOLDER THEORY

The stakeholder theory dates back to 1984 and was invented by Prof. R. Edward Freeman, who relates the theory to business management and ethics, arguing that a company's success depends on creating value for all stakeholders, not just shareholders (Freeman, Harrison & Wicks, 2007). The idea relates to how business really works and how the business adds value to all stakeholders, including the communities affected by its activities (Cesar, 2019; Handu, 2019; and Mahajan et al., 2023). The theory holds that organisations have an obligation to consider and address the interest of diverse stakeholders groups including local communities, government, environmental organisations and others where operations have environmental and social impacts (Mahajan, et al., 2023). The belief is that a business should benefit communities, management suppliers, all stakeholders, etc., for the company to have real value and to maintain constructive relationships with stakeholders for sustainable operations (Mahajan et al., 2023). Furthermore, the theory proposes that, the interests of the stakeholders or affected individuals must not be treated in isolation but as collective interests to achieve a successful and productive business (Handu, 2019).

Figure 2.1 overleaf shows the key aspects of a stakeholder theory and connections among the elements. It shows stakeholder analysis hierarchy from customers, suppliers, employees, communities and other potential stakeholders. The theory holds that a company benefits from more than just its shareholders and that it may experience long-term problems if shareholders are given priority over stakeholders (Kumi et al., 2020).

The theory therefore emphasises the importance of incorporating societal interests into business operations (Mahajan et al., 2023). It is a legitimate method for determining the needs of the stakeholders and coordinating them with CSR strategies to reach a larger spectrum of audiences in the mining business (Mahajan et al., 2023).

Figure 2.1: Stakeholder Holder Theoretical Approach



Source: Freeman, Harrison & Wicks ,2007.

According to Cesar (2019), there are three types of stakeholder theory: normative, descriptive, and instrumental. The instrumental method primarily examines stakeholder trust, how it relates to revenue growth for the business, and whether stakeholder engagement benefits the organization (Cesar, 2019). The descriptive technique involves considering stakeholders' interests by examining a firm's traits and actions (Cesar, 2019). Lastly, the normative approach outlines the justifications for a business to take stakeholders' interests into account. Another name for it might be a company's "moral guidelines." Since the normative approach is at the heart of the instrumental approach, all three techniques are interconnected (Cesar, 2019).

The instrumental approach explains how CSR is used as a tool to strengthen partnerships between shareholders and stakeholders during CSR project engagements. This has prompted

the creation of numerous international organisations and guideline including the Global Reporting Initiative (GRI) and the International Council of Mining and Metals (ICMM). The smaller scale of mining corporations in Europe has made this issue more evident, but many businesses are still reluctant to carry out more overt CSR operations because, they have concerns about the financial gain and economic advantage of such projects. Mining companies may benefit greatly from this study since it gives a more aggressive economic perspective while, allowing them to continue or increase their involvement in socially conscious endeavours.

Most people view CSR programs of mining corporations as charitable endeavours to enhance the company's standing and image for the benefit of stakeholders rather than shareholders. Stakeholder framework was adopted to ensure the contribution of the CSR of local mines in enhancing service provision. The stakeholder theory's view of advocating for both the interests and the shareholders has been critiqued on the basis that, it is difficult to implement more especially when resources are not sufficient to cater for the interests of both parties. Furthermore, the theory was criticised as; it is characterised by too many conflicts between the stakeholders because, they mostly have competing needs and priorities that are difficult to reconcile, potentially leading to tension and conflict. This prompted the use of the legitimacy, while focusing on the conformity to societal norms and expectations but considers both the strategic motivations and institutional motivations.

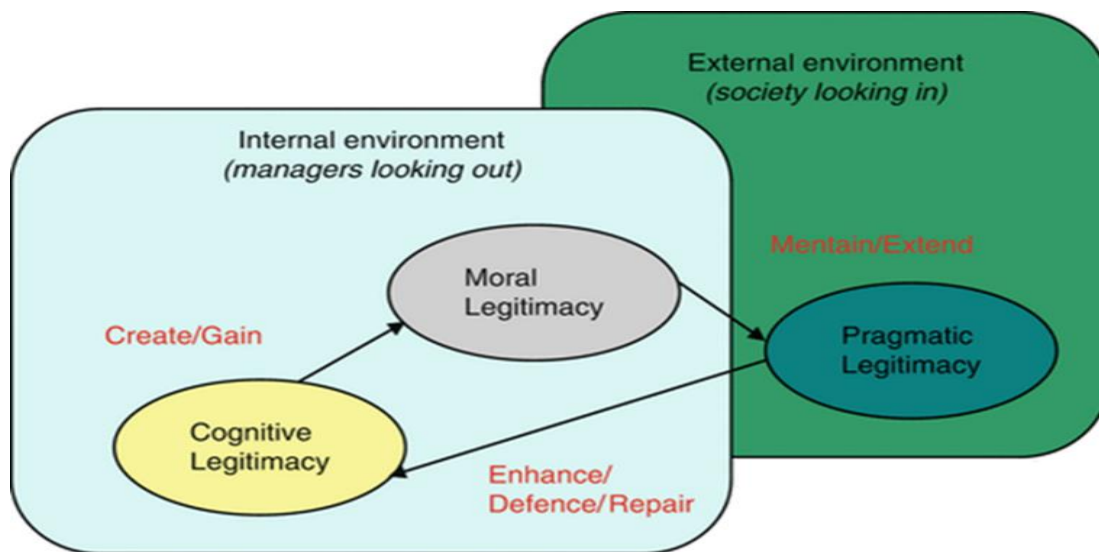
2.3.2 LEGITIMACY THEORY

The Legitimacy Theory was initially developed by John Dowling and Jeffrey Pfeffer in 1975. The theory explains how and why companies or firms use CSR to secure social acceptance and respond to societal needs. This is contrary to the stakeholder theory which explains why companies engage in CSR and to whom the companies are responsible. The theory asserts that organisations seek to ensure that their activities are perceived as legitimate within the broader social context by aligning their actions, communications, and disclosures with societal norms, expectations and values. Fernando and Lawrence (2014) confirm that the theory emphasises that organisations or companies continually attempt to ensure that they operate within the bounds and norms of host society. However, the authors argue that the norms and expectations of society change with circumstances making it difficult to bring about congruence with the objectives of the organisation.

According to Owen (2008), the Legitimacy Theory can be defined as the generalised perception or assumption that the action of an entity is desirable, proper or appropriate with some socially constructed system of norms, values or beliefs and definitions. On the other hand, Buru (2019)

defines the theory as, an idea of adhering to societal norms and values to fit in the society. Both definition by Buru (2019) and Owen (2008) are anchored on defining legitimacy in terms of societal norms. Moreover, the theory of legitimacy puts more emphasis on the societal expectations and doing as per the standards and norms of the society and not that of the stakeholders or organisation. Fernando and Lawrence (2014) view the theory as, ‘a social contract between a business organisation and the host community where the company operates.’ The Figure 2.2 below provides the key aspects of the Legitimacy Theory.

Figure 2.2: Legitimacy Theory



Source: Machaka, 2019

Figure 2.2 portrays legitimacy theory and its elements. It shows that, there are three main types of legitimacy which are relevant to this study namely, moral legitimacy, coercive/pragmatic legitimacy, and cognitive legitimacy. According to Guthrie (2006), the theory's underlying motivation is to urge industries to take responsibility for their environmental effects on communities wherein they operate and, to be transparent on the harm their industries cause to those communities. In so doing, those industries shows alignment with societal objectives and ensures public trust, support, and the industries' continued ability to function in line with cognitive legitimacy. Cognitive legitimacy involves the perception that actions are rational and logical and are consistent with accepted principles and beliefs (Suddaby, Bitectine, & Haack, 2017). Moreover, to ensure transparency, organisations use tools such as CSR reports to communicate their social and environmental performance, showing they share the community's objective on service delivery enhancement in line with Coercive legitimacy. Coercive legitimacy is based on the use of force or authority to compel compliance with rules and regulations (Janang, et al., 2020). This aforesaid legitimacy is normally used in mines

operations due to their high environmental impact. The emerging economic, social, and environmental issues need governments and organisations to uphold laws, values, and standards and, to freely reveal social and environmental data so that their compliance can be examined. Consequently, coercive legitimacy serves as a rationale for the release of environmental data.

Legitimacy, in the words of Suchman (2015), is a gauge of how society views a firm and its operations. Furthermore, the author stressed the point that a society's legitimacy is based on the norms it has for behaviour and values which are substantiated by the Moral legitimacy. Moral legitimacy refers to the belief that actions are ethical and align with societal values and norms (Deegan, 2019). Furthermore, Lindblom (2019) stated that legitimacy is a state or status that results from an entity's value system aligning with that of the majority in a society. Kingsley (2020) used morality to help explain the concept of legitimacy. He claimed that legitimacy is a process of justification, in which an organisation tries to defend its existence to its peers or higher systems. The Legitimacy theory suggests that individuals and organisations comply with societal norms and values because they believe that it is the right thing to do and that their actions are perceived as legitimate by others (Deegan, 2019). This perception of legitimacy is seen as essential for maintaining social order and stability, as it fosters trust and cooperation among individuals and institutions (Haack, 2017). In mining sectors, there are continuous strikes due to lack of moral legitimacy as people view mines as not willing to assist communities with relevant services. Legitimacy theory was selected because it provides a valuable lens through which to analyse the contributions of CSR to enhancing service provision based on the moral, coercive and cognatic perspective.

2.4 SYNTHESIS OF THE THEORIES

The Stakeholder and Legitimacy theories are the most widely used theoretical lenses for studying CSR (Fernando & Lawrence, 2014). The theories in this study explained CSR from different angles and were used together for in-depth explanation of the firms or companies' engagement in CSR for both strategic stakeholder-related reasons and for broader societal legitimacy objectives. The theories both focus on addressing the interests of the affected people and both theories talk about how companies should behave for them to be considered legitimate by communities. However, companies have some differences on how the interest are addressed. For example, the Stakeholder theory focuses on the interests of both the stakeholders such as, communities, suppliers, consumers and employees and shareholders and

address them simultaneously instead of treating each interest in isolation. On the other hand, the Legitimacy theory focus on the interest of the communities including their norms and values for the company to be seen as legitimate. Furthermore, the legitimacy theory put its perceptive on the community's perceptive and how the organisation or company can fulfil the societal expectations while, stakeholder theory considers the expectation of both the stakeholders. Moreover, the legitimacy focuses on the external environment which means it focus on how the institution is perceived by the society. Fernando and Lawrence (2014) allude to the shortcomings brought about by operating to a value system that is commensurate with the society's own value system, arguing that perceived non-compliance could lead to a 'legitimacy gap' and legitimisation threats. Meanwhile the stakeholder theory focuses on the internal environment which means it puts an emphasis on how the organisation considers the interest of all stakeholders. These two theories are important in the study topic of the role of the CSR of the mining sector in enhancing service provision.

Therefore, the integration of these frameworks provided a comprehensive understanding of the relationship between the actions of the mining sector and external expectations. The two complementary theories provide a foundation for understanding the motivations, and implications of CSR initiatives undertaken by the mining firms. The Stakeholder Theory addressed the interests and concerns of various stakeholders and the Legitimacy Theory focused on how the mining sector aligned their activities and behaviours to societal norms, values and expectations to maintain legitimacy and ensure their continued survival. Precisely the stakeholder theory was adopted to assist with the analysis concerning the engagement of stakeholders in the CSR activities. Furthermore, the theory looks at the engagement of the stakeholders in the initiating, monitoring and implementation of the development projects. Notably, the stakeholder theory puts an emphasis on both the interest of the stakeholders and shareholders such as management, investors etc. to achieve a productive company.

Moreover the Legitimacy theory was chosen to establish the legitimacy and accountability of the CSR activities of the mining sector and this included transparency in their operations relating to the CSR and that they be held accountable where is deemed necessary, Legitimacy theory focus on the interest of the society only and what is deemed as norm by the society and not the company. Notably, the two theories were adopted because they are deemed relevant to the study problem and crucial in interpreting the study results for accuracy purpose.

2.5 SUMMARY OF THE CHAPTER

The chapter constructed an integrated theoretical framework for explaining the contribution of CSR by the mining sector in the provision of basic services. The first part conceptualised the key concepts used. This was followed by a detailed explanation of the two theories namely the Stakeholder Theory and Legitimacy Theory. It transpired that the theories have similarities and differences but complement each other. Chapter 3 presents literature related to CSR initiatives aimed at development

CHAPTER 3

LITERATURE REVIEW

3.1 INTRODUCTION

The chapter reviews literature related to Corporate Social Responsibility (CSR) and its effectiveness in enhancing service provision and socio-economic development. The review of related literature in this study synthesises and evaluates information which relates to the research questions, and this involves looking at ideas of other scholars concerning the research topic. This will allow the researcher to identify gaps that exist and compare the findings of this study to other studies. The review of literature will provide the context and theoretical framework for this study, and it enable the researcher to place the research findings of the study within the wider body of knowledge and assisted in discussion of the findings. The search for related literature will be conducted using multiple search engines and articles which are selected from various sources such as, peer reviewed journal articles, reports, books and e-books and relevant official documents from the municipality. The chapter starts with the conceptualisation of Corporate Social Responsibility (CSR) in a global context, then provide the background of CSR in the South African context, the CSR and the policies that govern the CSR of the mines in South Africa. Finally, the chapter addresses the challenges encountered in implementing the CSR of local mines such as, political interference, community resistance on CSR initiatives and Internal conflicts between Magoshi (traditional leaders). The chapter concludes with a summary of the key points discussed throughout the chapter.

3.2 CONCEPTUALISATION OF CSR

The notion of company giving back started in the early 19th and 20th century, however it gained more recognition and was termed Corporate Social Responsibility in 1953, when an American economist, Howard Bowen published his book *Social Responsibilities of the Businessman* (Ford, 2018). Many scholars in the field of business humanities and development developed interest to study CSR in depth to formulate definition of the CSR., however to date there is no universal definition of CSR (Mahiki, 2021). CSR has been defined by various scholars differently depending on the nature of institutions, circumstances and the services. CSR as a business model where companies integrate social and environmental concerns into their operations to benefit society beyond their legal obligations (Ian, 2017). While Shaku (2017)

defined CSR as an act in which a business integrates a company's commitment to operating ethically, contributing to economic development, and improving the quality of life for their employees, communities, and the environment. Furthermore, Chirenge 2016 has defined CSR as, the company's willingness to give back to the society. Marisa (2019) has also defined CSR as, the mechanism in which institutions consider the needs of the communities where they operate. The various definitions of CSR have an adverse impact on implementation as companies implement CSR on ways that suits them not communities (Siki, 2019). According to Nyandu (2020) the service delivery issues, and socio-economic issues encountered in both the developing and underdeveloped nations can be addressed by CSR of companies. Poor service delivery, manifested in inadequate infrastructure, clearly leads to poor investments and economic activity (Korsak & Zhang, 2021). Accordingly, CSR is recognised as a strategy to enhance infrastructure development, boost service delivery which in turn draws investment and socio-economic prospects (Herlin, 2029). The various definitions of CSR have an adverse impact on implementation as companies implement CSR on ways that suits them not communities (Siki, 2019).

3.3 CSR IN REGIONAL AND GLOBAL CONTEXT

CSR in global perspectives varies in terms of how each country and company defines the CSR. The perspectives are shaped by several factors which include the regulatory frameworks, development levels, cultural values and a host of other factors including how CSR is defined. However, there is acknowledgement that businesses should operate ethically and contribute positively to society. The drivers of CSR from a global perspective by international standards such as, the issue of human rights, labour, environment and the Sustainable Development Goals (SDGs). Other drivers include the transnational activism of the NGOs, social movements that increase pressure on businesses to behave responsibly. Globalisation is another driver with multinational corporations scrutinised for their impact on society and the environment including demands for ethical products. Poor practices could have detrimental effects and, this could reflect badly and have damaging reputation globally.

Comparing CSR in the developed and developing countries, businesses focus on sustainability, environment and climate change and, the impact of operations on society. Whereas in the developing countries, the focus is on addressing the socio-economic needs such as, poverty reduction, infrastructure development, employment creation and other philanthropical engagements. The above mentioned discussions link to how CSR is defined in the developed and developing countries.

In developed countries such as, the United Arab Emirates CSR is defined as, The Company's way of trying to adhere to environmental compliance caused by the company's production (Murucca, 2016). Furthermore, the European commission defined CSR as, the concept whereby companies integrate social and environmental concerns, their business operations with their stakeholders on a voluntary basis (Tencati, 2017). The definition of CSR in United Arab Emirates and Europe is within the contexts of Coercive legitimacy. Coercive legitimacy is based on the use of force or authority to compel compliance with rules and regulations on environmental issues (Janang, et al., 2020). In countries like Hong Kong, CSR is defined in terms of the resources that a company is using to comparative advantage which is supported by the stakeholder framework. There is a debate in the literature whether CSR is a 'substitute' or a 'mirror' of national-level institutions, i.e. whether less robust institutions engender greater firm engagement in CSR or whether high quality institutions inspire firms to mirror these lofty standards (Brown, et al., 2012). The overwhelming focus in cross-national studies into CSR has so far been on developed countries like in the United States of America which, has triggered more emphasis on the literature and research to be conducted to establish the CSR and its meaning (Egri 2018). Where academic research has ventured into studying CSR in developing countries, such research has usually either analysed single countries (e.g. Muller & Kolk, 2009) or compared a small number of developed and developing countries (Debeljuh, 2021). Businesses worldwide have expressed a remarkable interest in CSR and its formalised infrastructure as it is one of the main contributions to the development of western countries like in the Europe (Machete, 2022).

The notion that companies have a responsibility for their impact on society beyond a narrowly economic one, is spreading across the globe (Hlabisa, 2019). For example, codes of Conduct as one of the most widespread CSR tools have been adopted by well over 90% of the largest companies in major developed markets, such as the United States and the United Kingdom (Webley, 2018). Furthermore, there is considerable heterogeneity in approaches to CSR between firms from different countries (Brammer & Pavelin, 2005). The European government presented the green paper on the theme of "creating a European Framework for the CSR" to lay foundation for the CSR (Nyaku, 2020)). The theme was used to formalise CSR in Europe and be known to all companies. Additionally, Antonio Tencati (year) carried out an empirical investigation on CSR in Europe in 2002 with a sample of 395 businesses and only managers who are expected to carry out the CSR has been questioned and from the study the researcher discovered that only 45% of respondents were aware of the green paper which was formulated

to promote CSR (Potch, 2018). The study has shown that CSR is still unknown to some people and companies, and more studies are required.

CSR gained more attention in the developed countries and various studies were conducted for example, in the industries and firms to check the effectiveness of the CSR and its performance in developing communities where they operate (Sasa, 2019). However, in countries such as Italy, CSR is not common and it is regarded as a relatively new concept and most firms or industries shows little knowledge of the matter (Nchabeleng, 2022)). However Mashaku (2009) has found that, the few companies that are aware of CSR in Italy are effective and are always have reports on the quality of the CSR of their firms. Notably, Italian countries through CSR implemented transparency by providing organisational use tools like CSR reports to communicate their social and environmental performance to show that they share the community's objective on CSR effectiveness (Nyarirangwe, 2017). The Italian has adopted the Coercive legitimacy for CSR. Studies such as those conducted by (Salama, 2012, Sanki 2021 and Marweshe, 2020) shows that developed countries have different favoured principle as far as the CSR is concerned. For example, in the U.S the core principle of the CSR is social involvement which is basically about giving back to communities in the form of infrastructure and no monetary handouts, while in South America their preferred principle of CSR is value-driven which, is about companies giving out monetary value to communities (Maigan, et al, 2002). For examples, in Columbia it has been reported that over 1542 toilets are built each year by the oil companies that are operating within the spheres of the area (Stern, 2019). The United States has over 3000 Small Medium Enterprises that are funded yearly by the local companies through CSR or social and labour programme (SLP) (Annert, 2018). In countries such as China over 12000 variety of machines are donated every 3 years through CSR programmes to enable small companies or emerging entrepreneurs who have passion in partaking in business but do not have the necessary capital to do so and thus boosts the economic development of that area (Porty, 2012). In Australia 47% of the main tarred roads are constructed by companies that operates within the jurisdiction of the country as a way of ensuring that motorists do not suffer the adverse effects of potholes that are caused by the heavy machines or trucks that use the roads for industrial purposes, Matranu (2022). The major developments in the American countries are because of the CSR of the multi-national cooperatives that operate in the country and have adverse effects on the environment in terms of fuel emissions for example, American Swiss which uses heavy machine to process minerals into jewellery (Casar, 2018).

Germany has over 430 roads and 3 big stadiums that were built by multinational companies such as Coca-Cola and Wimpy as a way of CSR (Phasha, 2019). Although CSR now appears

as an important dimension of contemporary business activities (Kotler, et al., 2008), the dynamic and practical aspects of developing a CSR orientation. Implementing a CSR orientation likely represents a determinant event for any organisation, yet existing guidelines for implementing CSR and the verifiable criteria for its success still lack theoretical or empirical support, especially from a dynamic perspective (Shandu,2019). The frameworks and recommendations accessible to managers are ambiguous (Porter & Kramer 2002). Available research on establishing and executing a CSR focus centre on fairly narrow aspects and dimensions (Maignan et al. 2006; Matten et al. 2003). For example, whereas some authors argue that CSR implementation happens through either incremental or transformational organisational change processes (Dunphy et al. 2003), others argue that changes come by radical, transformational approaches (Doppelt 2003), in which “managers must fundamentally rethink their prevailing views about strategy, technology and markets” (Burker et.al, 2019). Despite the various definitions and interpretations of the CSR, the CSR has a common purpose in enhancing service provision in both the developed and developing countries nationwide. Despite the various definitions of CSR, the common element in the definition is that companies have to give back to the communities where they operate.

CSR faces several challenges globally and these include differences in enforcement which often result in inadequate adherence to CSR standards. Another challenge remains greenwashing, where companies make false claims or exaggerate their environmental or social commitments which undermines the credibility of CSR programmes and misleads stakeholders. In addition, the clashing priorities and power imbalances. Corporate social responsibility (CSR) efforts are often hampered by conflicting organisational goals, particularly when profit-driven objectives overwhelm social and environmental obligations. The implementation of Corporate Social Responsibility (CSR) is also hindered by power imbalances among firms, governments, and communities. This is because those in positions of power can influence decisions in ways that disadvantage vulnerable populations. These problems together underscore the need for tougher regulations, clearer reporting methods, and more comprehensive stakeholder involvement to guarantee that CSR programs provide real and fair benefits. Notably CSR in the African context differ from the one in the developed nations in terms of scope and objectives. In African countries CSR is, regarded as a tool that can be used to eradicate the injustices of the past by providing services to communities in the form of infrastructure development and water and sanitation access (Sinky, 2019). In countries such as Botswana, CSR is defined in terms of the basic services that a company provides to the communities (Zulu, 2022). For example, a mine through its’ CSR programmes must provide

basic services such as roads and water services (Nkadameng, 2021). The definition of the CSR in the African countries emanates from the contexts of addressing inequalities, slow development and insufficient service provision (Nyakane, 2022). The CSR agenda has been a part of the global debate on socio-economic development for many decades and is perceived as a promising driver for development in African countries to redress the imbalances of the Apartheid regime (UN, 2006). Hence, CSR activities of internationally operating corporations (IOCs) are expected to constructively contribute to the eradication of developmental issues such as, poverty, hunger and disease, while fostering education, values of equality, and economic prosperity in a sustainable manner in the Africa continent (UN, 2006). Nevertheless, there is an on-going debate about the usefulness and effectiveness of CSR as there is still little evidence about the outcomes, while already known outcomes are questionable for the benefits of the poor and marginalised in Africa (Blowfield & Frynas, 2005).

Harnes (2017) has argued that, Trans-National Cooperatives (TNCs) and Multi-National Cooperatives MNCs are exploiting the developing countries more than it benefits them through the CSR. Mashudu (2019) further argued that the MNCs initiate CSR initiatives that targets the growth of their institutions for example, roads that will be used to transport the goods to the developed nations. Moreover, the activity of road construction will be termed CSR, however, the company will be doing it for their own benefit. Kgaku 2015 has argued that MNCs have turned the African countries to a dumping site for companies that are regarded as unethical in the developed countries as, they have higher environmental impact in terms of air pollution. Herlin 2019 has argued that, services provided by the MNCs are not sufficient to complement the environmental harm that is caused by these companies during the production.

The African continent is expected to be the most benefiting continent of the CSR due to its richness in natural resources such as mines which makes a lot of profit (Garriga & Melé, 2019). Africa is rich in minerals gold, copper, platinum, coal etc. and mining is the main contributor in terms of the GDP (Raere, 2015). Most African countries' CSR benefits from mining CSR. Notably, countries which do not do well in terms of mining only make 0.3% contribution to the domestic product and thus less contribution to CSR (Hasana, 2018). The mining industry in Botswana directly contributes 8.3% of the country's Gross domestic product and thus results in minimal contribution of mines in terms of social responsibility (Shandu, 2020).

In Kenya, mining CSR is defined in the contexts of funding the SMME with approximately 20% of the mining's output profit (Nyaku, 2019). The CSR initiatives in the African continent is way progressive at some part of Africa and not easy to implement on the other parts, due to

the political dynamics in the Africa and the history (Marias, 2019). Countries such as Zimbabwe for instance has no contribution of mines in the CSR due to the history of Zimbabwe since it gained its independence in the 1980 (Marias, 2019). The political dynamics made it very difficult for Zimbabwe to have investors and that in turn affected the contribution of the industries on the CSR as, CSR contribution is determined by the profit of the company (Agher, 2017). Other parts that do well for example, in South Africa, CSR of the mines is one of the main contributors in terms of community development (Maseru, 2018). The community around mines has better infrastructures which came from the CSR and SLP initiatives of the mines operating within those community (Noko, 2009). Despite the various contributions by the mines, Corporate Social Responsibility initiatives in enhancing service provision in the developing countries and the lack of essential services still prevails (Kgari, 2019). Golobela (2020), state that lack of essential services result to communities striking for basic services through CSR.

3.4 THE HISTORY OF CSR IN SOUTH AFRICA

Before 1994, in South Africa CSR was defined in terms of services provided through community development initiatives (Mnyaku, 2019). Prior 1994 the word CSR and CSI were used interchangeably or used a synonym (Phasha, 2019). Historically, the concept of CSR prior 1994 was based on corporate philanthropic responsibility (Ramlall, 2012). Philanthropic CSR can be defined as, a voluntary act of giving back to the society in a form of monetary or non-monetary form (Jackson, 2021). Post 1994 organisations were not bided by any regulations to provide any form of assistance to the societies where they operate, however giving back was a voluntary decision by an individual or an organisation (Haward, 2019). Most of the philanthropic CSR was done by wealthy people and done in the form of donating money to Non-profit organisations (NPO), schools etc (Masego, 2018). Initial CSR initiatives in South Africa were derived from the banking, mining and oil industries in the early years of the 1970s (Fourier, 2005). The earliest recorded CSR case in South Africa dates back to 1972, when Meyer Feldberg, a business administrator professor at the university of Cape town, gave a lecturer on “Business profits and social responsibility” (Fourier, 2019). The lecture delivered by Feldberg on CSR, never argued that businesses leaders must get involved in communities where their businesses operated and where their products were sold or from where they get employees for the sustainability and progress of the community (Baloyi, 2016).

Business organisations realised in the 1970s that the nation's economic progress was being adversely affected by the substandard living circumstances experienced by the black majority

(Ndlovu, 2019). In this regard, a long-term development aim for the advancement of the black community was formed in 1976 with the founding of the "Urban Foundation", now known as the National Business Initiative, which was founded in 1995 (Crestela, 2011). The foundation built many schools, trained over 20,000 teachers, and provided 1.8 billion Rand for housing projects up until 1995 (Fourie, 2005). The Sullivan Principles, during 1977, were launched in South Africa by American companies operating in South Africa (Fourie, 2005; Van-Den Ende, 2004). Large corporations played a dominant position in the social role of the business operations in South Africa (Lundazi 2019 & Seeletse, 2012). Beyond business organisation, the South Africa's history of Apartheid has a significant influence on CSR (Sahulu, 2019). CSR was used as a tool to instil socio-economic imbalances by providing services to the already privileged minority at the expense of poor majority (Shandu, 2021). The CSR projects focused on developing the developed communities while the underdeveloped and unprivileged communities are overlooked (Ian, 2021).

3.5 CSR POST 1994 IN SOUTH AFRICA

CSR in South Africa has gained more popularity and emphasis from 1994 as it was regarded as a tool to correct the imbalances and hold MNCS accountable for the implications their industries cause to the communities (Shaka, 2017). Furthermore, during post 1994 the definition of CSR in South Africa has broadened to encompass community development, skills development, individual development, education facilities etc. as it was initially only focused on just making companies accountable by providing any service that companies sees fit (Mondi, 2021). Notably, the notion of CSR was prioritised and formalised post 1994 in South Africa to monitor the organisation's effort in developing the communities where the companies operate and to ensure they take responsibility and accountability through CSR initiatives (Sambo, 2018). In order to redress the imbalances of the past CRS has been noted as one of the critical elements that can assist in providing some of the services to communities to ensure community development (Machete, 2020). The South African corporate sector and government have made a significant progress towards social development through the drastic transformation of the nation's economy and social involvement of business enterprises, even though poverty and inequality are still high in the country (Shandu, 2018). The CSR has been playing a huge role in community development especially, in the rural setting where mines operate (Nyanga, 2019). The CSR of mines plays a vital role in enhancing social, economic and infrastructural aspects of communities in a vital manner (Nyarirangwe, 2023). Moleke (2020) has established that post 1994 institutions that perform Corporate Social Responsibility partner with local institutions for example the Municipality to draft CSR initiatives that seeks

to address the socio-economic injustices of the communities. The study conducted by Morris (2019) has revealed that, South Africa's infrastructure has improved because of the contribution of the mines CSR initiatives in enhancing service provision. Furthermore, Mabinane (2021) has conducted research which has revealed that approximately 13, 2% of the SMMEs in the min areas are supported by the mines through CSR initiatives.

3.6 POLICY AND FRAMEWORKS AS DRIVERS OF CSR POST-1994 SOUTH AFRICA

Various policies has been put into place to ensure that organisations take accountability and responsibility to the communities where they operate (Masuku, 2016). US corporations investing in South Africa were mandated to devote a portion of their revenues toward community development. As a result, a lot of large South African companies began setting up "trust funds" to support charitable activities (Morris, 2019). Such trust funds were established, for instance, by the Liberty Foundation, the Gold Fields Foundation, the Anglo-American and De Beer's Chairman's Fund, the Gencor Development Fund, and numerous other businesses (Fourie, 2005). The South African government implemented "Black Economic Empowerment" (BEE) to assist the historically underprivileged demographic groups, which included the Black, Coloured, and Indian populations as well as, certain Chinese who were naturalised during the Apartheid era or who were citizens of South African by birth (Bopape, 2019). By giving historically marginalised groups socio-economic opportunities which were scarce for them during the Apartheid era (Chauke, 2021). The Republic of South African government launched the BEE to promote economic transformation and address the inequalities of Apartheid and to also ensure monitoring and evaluation of the CSR (Maserutle, 2018).

To promote CSR activities in South Africa, the BEE Act of 2003 was set up by the government. CSR programs were formalised through the 'Corporate Social Investment' guidelines provided by BEE Act (Creswell, 2011). BEE also refers to 'Broad Based Black Economic Empowerment' (BBBEE). The BBBEE Act 53 of 2003 became a law in January 2004 and "has placed BEE firmly on the corporate agenda" (Skinner et.al, 2018). From the ACT it was clearly stipulated that, companies need to become BEE-compliant if they want to do any business with the government (Maphutha, 2021). In South Africa, there is a substantial support from the companies (local and foreign) operating in the country including the government. CSR projects are carried out by most large and multinational companies and CSR activities are encouraged by the following factors (Gobola 2022). The new constitution of South Africa in 1994 and the reform of the legislature have brought social and environmental topics to the top of companies'

agendas. The monitoring of the CSR has brought more impact in ensuring compliance (Zille, 2019).

According to a report, just 1% of South Africa's R1.7 trillion investment industry is allocated to social programs, while one dollar out of every nine in the US is used for CSR (Finlay, 2021).

Nonetheless, CSI initiatives have facilitated the development of CSR projects in South Africa and corporate sectors in the country have significantly increased their CSI spending over the years.

The South African government has implemented several CSR-related legislations to encourage corporate sectors to engage in CSR practices to be socially responsible (Ramlall, 2012). Legislations such as: the BBBEE Act 53 of 2003 in which South African mining companies are required to submit their environmental management plans to the government if they are not ISO 14100 certified (Du Toit, 2020) which assist the government to track the CSR progress of the company. The other legislation is the Mineral and Petroleum Resources Development Act 28 of 2002, Promotion of Access to Information Act 2 of 2000, Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000, National Water Act 36 of 1998, Employment Equity Act 55 of 1998, Skills Development Act 97 of 1998, National Environmental Management Act 107 of 1998, Labor Relations Act 66 of 1995, Occupational Health and Safety Act 85 of 1993, Mine Health and Safety Act 29 of 1996 etc (Schoeman, 2015). The legislations requires monitoring for the effectiveness of the CSR implementation by companies.

Notably, South Africa CSR is mostly implemented in mines for infrastructure development in communities (Harlen, 2019). South Africa is categorised with high minerals especially in Limpopo, Mpumalanga and Northwest (Machabe, 2019). Furthermore, the gradual development of the mining industry can no longer be disregarded and should be given the necessary attention taking into consideration the role mines play in stimulating economic development through CSR initiatives (Rebeletile, 2019). Subsequently, the mining sector has been noted as the main contributor in terms of CSR provision in South Africa (Thatane, 2018). Most villages and communities where mines are operational has been characterised by a huge development and fast-growing community development in terms of services (Morris, 2020). Furthermore, the study conducted by Canhood (2017) has established that, to demonstrate transformation, the mining industry must carry out actions in a variety of areas in the form of CSR and SLP (Social and labour plan) as outlined in the Mining Charter of the Republic of South Africa. The Mining Charter, which set forth precise aims for the mining industry using

a scorecard, was one piece of legislation that was used to enforce transformation goals (Manzaba, 2017). The targets of the mining charter of 2004 namely, Employment Equity, Beneficiation, Human Resource Development. In South Africa, the purposive and the operation of CSR are not fully understood by communities and thus results in overreliance on mines to provide basic services instead of government (Sebei, 2023). Subsequently, communities regards CSR as mandatory to provide basic services such as infrastructure and all community development needs (Hermen, 2019). Thus failure by the mines to provide as community's expectations, community strikes will arise in demand for basic services from mines (Xaba, 2019). The study conducted by Chauke (2022) has found that, due to lack of knowledge about CSR, communities have made it the responsibility of the mine through CSR initiatives to ensure that basic services are provided to the communities at large.

3.7 CHALLENGES FACED BY CSR

CSR encounter multiple challenges that ultimately impact the implementation of CRS, these challenges are caused by policy failures, lack of stakeholder buy-in etc (Gert, 2019). Consequently, the challenges may have a severe impact on CSR and minimise their ability to provide relevant CSR projects focusing on service delivery enhancement in the mining sector (Kongolo, 2019). The challenges ranging from both internal and external factors. Internal challenges are the challenges that can be fixed internally by the company itself. The challenge faced by the CSR of companies is poor research by the companies. Poor research has an immense consequence on the CSR initiatives.

3.7.1 POOR RESEARCH

Companies provide unrealistic services and/ or programs which do not meet or address the needs of those communities due to, companies failure to research the needs of communities before implementation of service programs (Shaku, 2021). The failure of companies to conduct research within the affected communities results in losses or fruitless expenditure which affects the company's capacity to have programs that will redress the needs of the communities (Harllin, 2018). Phasha (2021) further argued that to have a successful marketing strategy, an enterprise needs to understand the external factors that influence its day-to-day business. Hans (2020) has conducted research which revealed that 67.3% of the CSR projects are unrealistic to communities and perpetuate community strikes. Harlin 2021 has encouraged extensive research by companies to have in-depth knowledge of the communities they operate within.

3.7.2 COMMUNITY RESISTANCE OF CSR PROGRAMS

The resistance of communities in CSR initiatives is one of the challenges that hinder or delay the implementation of the CSR initiatives and yet CSR is a combined responsibility of both the company and then community (Kholophe, 2019). Globally, there is a lack of interest of the local community in participating and contributing to CSR activities of companies (Mahantana, 2019). Namibia has recorded over 227 projects during the period 2022-2024 that failed in several companies during the implementation stage due to community protests over the projects (Andrew, 2024). During the period 2023 American Swiss with some trans-national companies such as Coke pledged in Malawi to construct a tarred road which was mainly an access for their business routes and the project was disrupted on the third week of construction by community members (Chikura, 2024). In South Africa most CSR projects are initiated by the mines as South Africa is one of the countries that is recognised to have most minerals (Sheta, 2019). In the Northern Cape, the Ekapa Diamond mine has reported to have lost over 5,7 Billion Rand on the construction of vehicles which were burnt on site on one of the CSR project because community members were demanding more than what the mine could afford for that financial year (Bila, 2023). Community resistance to CSR is largely attributable to the fact that there exists little or no knowledge about CSR within the local communities as no serious efforts have been made to spread awareness about CSR and instil confidence in the local communities about such initiatives (Nyaku, 2022).

3.7.3 TRADITIONAL LEADER'S INTERNAL CONFLICTS

In most developing countries most of the villages and rural areas are in the custodianship of the traditional leaders (Maphosa, 2024). Notably, traditional leaders are vital key players in the development of most developing countries where land is in the custodianship of the traditional authorities as in the case of Africa (Sambo, 2019). In Ethiopia development has taken a slow pace due to conflicts over land by traditional leaders (Chimurenge, 2021). South Africa is one of the countries that is characterised by multiple traditional leaders in one community (Matibidi, 2016). Subsequently multiple traditional leaders in some community results in delays on projects due to all traditional leaders wanting to have full control and ownership on the development (Rakgalakane, 2024). The issue of land disputes is because of traditional leaders fighting over the benefits of the development (Gert, 2019). It was recorded that between 2015 and 2022, about 3 million land dispute claims were launched with the Department of Land and Rural Development because people were claiming to be the rightful owners of pieces of land, while they were not, and such issues are disclosed when development occurs (Mahata, 2023). Land disputes process consumes a lot of time and thus leads to development failures or

slows implementation of the CSR initiatives (Ndimande, 2022). Fights over land prevails in a lot in the mining areas because of mine CSR projects and royalties paid to the royal household which holds land custodianship of the mine (Radebe, 2020). Furthermore, mines take advantage of the conflicts amongst traditional leaders to escape from contributing to the communities through CSR tin enhance service provision (Mahate, 2022). In South Africa especially in areas for example Mahikeng are not fulfilling their CSR initiatives to their best ability because traditional leaders fight over the projects for CSR (Senyeki, 2022).

The internal conflicts amongst traditional leaders' remains the stumbling block for the contribution of mine's CSR initiatives in enhancing service provision (Phasha, 2022). Additionally, some conflicts are between the king and other members within the same traditional authority which is caused by benefits within the royal family (Bila, 2022). Botswana is one of the countries which has a solo traditional leader however, development still takes a slow pace due the internal conflict amongst traditional leader and Ntuna over royal resources which includes incentives received prior to any project implementation by any company (Kgaditse, 2020). The internal conflicts among stakeholders results in the project failures as common ground is mostly not reached between the king and other council members (Masatane, 2017). In Malawi traditional leaders are playing a huge role in the CSR activities of companies as the traditional leaders there are an educated and have full understanding of the CSR. However, the assistant members in the authority have little knowledge on the CSR and that results in internal conflicts amongst themselves which then delays the CSR implementation on projects (Hitirangere, 2019). In South Africa Ntuna and Kgoshi are mostly fighting over land and sometimes it leads to the Ntuna starting his own royal family which causes severe conflicts between the Ntuna and Kgoshi (Selala, 2024). Furthermore, the split in traditional kingship directly affects development and thus the CSR of local mines to enhance services is also compromised as land approval from relevant traditional authority is required for any development to take place (Kekana, 2019). Despite the mine's willingness to provide communities with realistic services to address their community development challenges (Shaku, 2018), It continues to be difficult where there is no common ground between Magoshi and their Ntuna (Harri, 2017).

3.7.4 POLITICAL INTERFERENCE

Politics has taken a sharp land scape and influences the decision making in all spheres of government and in private sector on global level (Sinky, 2018). It has been noted prior and after the advent of democracy that decisions that are taken in all spheres are influenced by politics (Namola, 2019). The Decisions taken from the political point of view are likely to

benefit the minority at the expense of the majority (Moola, 2018). In America, citizens have been on all social media platforms showing dissatisfaction on the political decisions taken by the president of the state which does not favour the welfare of people and also threatens the development of the country (Aziah, 2025). The decision taken by the state president has caused more harm on investment including the CSR and CSI initiatives from both local and international (Sereki, 2025). In Zimbabwe the country has reached a recession because of the decisions taken on a political level which have taken a toll on the development of the country both economically and developmentally (Moore, 2018). In South Africa, the various political parties have a severe impact on the development of the country as all parties are fighting to benefit from the state resources and on the local government and other spheres within their jurisdiction including the mines (Kheisha, 2018). The CSR is the initiative of the private sectors, the political influence plays a huge role in the decision making until the implementation of the projects (Khalibu, 2019). The political interference with the CSR projects mostly hinders the development implementation as politicians want to benefit from the projects at the expense of the societal welfare (Suku, 2016).

Political interference is regarded as the most hindering factor to development because, it is more based on individualism than socialism (Shongwe, 2018). Furthermore, the study by Marlene (2016) has revealed that in CSR projects wherein politicians are involved, the processes mostly fail because the politicians put their interest first than those of communities. Shandu (2016) noted that mines do not mostly want to work with politicians as they allege that politicians interfere in the CSR process and makes the projects fail and more especially when the projects are not favouring them. Moreover, the interference of the politicians in the CSR cause in-equalities amongst the affected communities as politicians encourage that CSR programs always be directed to villages which serves their political interests and thus means other communities remain unattended.

3.8 CHAPTER SUMMARY

This chapter provided a comprehensive literature on the study topic of corporate social responsibility. Furthermore, this chapter has thoroughly incorporated what other scholars have written about CSR. The discussion included the conceptualisation of CSR, in the African and South African context as well as, the challenges and the political interference. Chapter 4 provides the process and procedures adopted in sampling, data, and analysis.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

Chapter 3 reviewed literature on the study area, CSR of local mines in enhancing service provision, in order to gain insight into the global, national, and African contexts. Chapter 4 aimed to describe the procedures followed to conduct the study and the methods used to collect participant data. This section focused on data research design and methodology of the study.

4.2 DESCRIPTION OF THE STUDY AREA

The study was conducted at Fetakgomo-Tubatse in the Sekhukhune District which in Limpopo Province within Sekhukhune District. The Fetakgomo-Tubatse Municipality is one of the economic hubs in Limpopo hence the establishment of Fetakgomo-Tubatse Industrial economic zone (FTIZET). The Fetakgomo-Tubatse Local Municipality (FTLM) has been rated the number 1 municipality in Limpopo due to its rapid development driven by multiple mining operations in Tubatse. The municipality currently has 27 mines within it, with at least 5 diamond mines, 11 gold mines and 11 coal and chrome mines. The mines in Tubatse are concentrated at Steelport and Nokaneng sections. Despite the multiple mines in FTLM, the unemployment still persists at a staggering 42% as outlined in the 2023/2024 IDP. Fetakgomo-Tubatse has the best city buildings and infrastructure in the core of the town; however, in the periphery, where the highest percentage of the community reside, there is a high level of poor settlement and poor or non-existent services. Therefore, the area of this study will be the deep rural settlements that are still experiencing poor infrastructure, joblessness and poor sanitation. The municipality has an immense infrastructural development due to CSR and SLP of the local mines as a way of giving back to the community.

4.3 RESEARCH DESIGN

The research design is a comprehensive plan that outlines how a research study will be conducted (Steppins, 2019). Research design serves as a blueprint, guiding the researcher in collecting, analysing, and interpreting data to address specific research questions. According to Nells, (2023), a good research design ensures that the study is well-structured, reliable, and produces valid result. Exploratory research design examines research problems that have not been thoroughly examined before (Boekes, 2019). The study adopted an exploratory research design as it investigates research questions that have not previously been studied in-depth.

Based on the researcher's knowledge, the CSR of local mines has not been studied comprehensively in Fetakgomo-Tubatse, and therefore the exploratory research design is suitable for this study. The study sought to gain an in-depth understanding of the role of CSR in local mines in enhancing service provision and the perspectives of local people on the status quo of service delivery in Tubatse. Therefore, the Exploratory Research Design served as a preferred design for this study.

4.4 RESEARCH APPROACH

The study adopted a qualitative research approach, which analyses non-numerical data to understand societal phenomena (Quee, 2017). Qualitative research gathers participants' experiences, perceptions, and behaviours and further answers how and why questions, rather than how many or how much (Tenny, 2025). Furthermore, Asous (2023) defined qualitative research as a phenomenon that explores and provides deeper insights into real-world problems. Crick, 2021 confirms that producing in-depth and subjective outcomes require the systematic application of qualitative research approach. This study used this approach because it allowed the researcher the ability to explain processes and patterns of human behaviour that can be difficult to quantify. Furthermore, the qualitative approach was deemed more suitable for this study because it enabled the researcher to gather data and make sense of it to understand the perceptions of Local people regarding CSR. Moreover, the researcher was able to understand the key contributions and challenges faced by mines in the context of CSR initiatives, and how these challenges can be mitigated.

Through the application of a qualitative approach in this study, the researcher was able to gain a thorough understanding of participants' perceptions and opinions regarding the circumstances pertaining CSR of local mines in Fetakgomo-Tubatse. Through direct conversations with study participants who provided encounters on the topics studied, the study objectives were met. Thus, the concerns under examination regarding CSR and service provision were addressed through the lens of municipal officials, mining officials in the CSR Magoshi office, etc. The qualitative approach is appropriate for this study as it assists in preserving the original voices of the participants and through in-person interviews, the researcher engaged the participants (community members, Magoshi, and municipal authorities in the office of LED) and sufficiently explained the aim of the study. The qualitative data were collected through Semi-structured interviews, which gave the study participants the opportunity to provide detailed responses on their views regarding the CSR of local mines in

the Fetakgomo-Tubatse Local Municipality and the status quo of service provision or community development in areas where mines operate.

4.5 RESEARCH PARADIGM

The qualitative study used the interpretivism research paradigm. Morris (2021) described interpretivism as based on the belief that there is no single reality. The paradigm's qualitative approach stems from its belief that there is no singular reality and that problems are ever-changing. The interpretivism research paradigm was adopted in the study because it emphasises the importance of considering multiple views on a given topic to fully understand the pertinent issue and because the research is qualitative. Interpretivism was adopted for this study, as it is an approach to social science that asserts that understanding the beliefs, motivations, and reasoning of individuals in a social situation is essential to decoding the meaning of data collected around a phenomenon (Mariad, 2022). Furthermore, interpretivism does not deny that there is an external reality, however, they do not accept that there is an independently knowable reality (Maseko, 2017). Subsequently the paradigm believes there are various perceptions hence the study has adopted the paradigm to get various perspectives on the role of CSR of local mines in enhancing service provision at Fetakgomo-Tubatse.

This paradigm enabled the researcher to engage with data collected from different groups of participants. Furthermore, within the interpretivist research framework, the researcher collected raw data from participants to gain insight into their experiences with mines and how they contribute to enhancing service provision in the study area. Participants expressed their own understanding, views, and perception on the importance of CSR of local mines in enhancing service provision. Interpretivism permits the researcher to employ a variety of research instruments to elicit detailed information from the participants (Pham, 2018). This paradigm enabled the researcher to engage with data collected from different groups of participants who expressed their own understanding, views, and perceptions of the contribution of the mine's CSR to enhancing service provision in Maseven (7) and Mooihook villages of Fetakgomo-Tubatse. Maseko (2019) states that interpretivism allows the researcher to employ a variety of research instruments to obtain detailed information from the participants. This paradigm has enabled the researcher to collect in-depth data from participants through semi-structured interviews. The research questions of the study were then addressed by evaluating the data.

4.6 RESEARCH METHODOLOGY

The methodology presented explains the process that was followed when selecting the target population, sampling, data collection and data analysis.

4.6.1 TARGET POPULATION

Population refers to a collection of individual elements which may be individual people, objects or location whereas the target population can be defined as the entire population, or group, that a researcher is interested in researching and analysing (Machete, 2014). The researcher needed key informants with valuable information on the effectiveness of CSR in local mines in enhancing service provision within the Fetakgomo-Tubatse Local Municipality. The target population therefore included two (2) municipal officials within the mining sector and community members in selected locations. Precisely, for that, the study sampled community development and Local Economic Development, and five (5) mine officials: three (3) from mine one (1) and two (2) from mine two (2). The study has further sampled eighteen (18) community members from both Mooinhook and Maseven villages. In addition, three (3) ward councillors, Makgoshi three (3) and three (3) community forums were sampled. Municipal officials were sampled to provide information on the relationship between the mines and the municipality in terms of IDP and SLP, and to further unpack the role these mines play in enhancing the services, particularly infrastructure, in Tubatse. The mining officials were selected from different mines situated in the study area and they were selected to provide information on the mines role in developing communities through CSR and CSI and the projects that has already been implemented by the mines. The two (2) mines were selected out of 27 mines in Fetakgomo-Tubatse because they are the biggest mines amongst all of them and they produce more minerals. The higher production means the higher proportion of CSR contributions.

4.6.2 SAMPLING METHODS AND PROCEDURES

The study adopted two (2) non-probability sampling methods namely; purposive sampling and convenience sampling procedures. Purposive sampling is a technique in which the researcher selects a sample based on the subject, selecting only those with relevant information on the study topic, as not everyone has a chance to be selected for the study (Tiro, 2019). Furthermore, Nyaku (2019) defined Probability sampling as a technique of selecting only those with relevant information to the study. In this study, the key informants such as mine officials, municipal officials were chosen because of the knowledge they possessed concerning CSR activities in terms of service delivery. They were therefore chosen to establish whether there is any support derived from the mining sector in terms of service delivery and the type of support provided,

how it is provided, and the efficiency of support provided. Therefore, in this study, five (05) mine officials, three (3) mine officials from mine one (1), and two (2) mine officials from mine two (2), and two (2) municipal officials responsible for community development and Local Economic Development were selected using a purposive sampling technique because they have the relevant information of the study.

Moreover, the study used convenience sampling to select other study participants such as community members. Convenience sampling is a research sampling technique in which the researcher selects study participants based on their availability, proximity, or ease of access (Kyngus, 2020). This approach aligns with Creswell and Creswell (2018), Creswell (2014), who argue that, unlike quantitative research, qualitative studies are flexible in nature, allowing methods and procedures to be adapted even in the field to enhance the credibility and trustworthiness of the findings. Holloway (2005), who maintains that qualitative researchers generally use an evolving plan of inquiry, meaning that it rarely follow strict predefined protocols for data collection, analysis, and sampling.

The convenience sampling was used to get data from community members to get their inputs on the role played by mines through CSR to enhance service delivery or community development in the Fetakgomo-Tubatse Local Municipality. This method was particularly appropriate because it enabled the researcher to access readily available participants willing to share their experiences, especially given the challenges of participant availability in rural contexts. Through this approach, community members provided valuable perspectives on how CSR projects affected their daily lives, service access, and overall well-being.

Therefore, eighteen (18) community members were recruited using convenience sampling. This number was determined by data saturation, the point at which no new insights, themes, or perspectives emerge from additional data collection (Creswell & Creswell, 2018). Once recurring patterns became evident, further recruitment was no longer necessary, as additional participants would have contributed minimal new information. Community members of the Fetakgomo-Tubatse Local Municipality, selected through convenience sampling, discussed their lived experiences with the role of CSR in local mines. Community members selected through convenience sampling were interviewed to express their personal experiences and opinions regarding CSR contributions, including both direct benefits and indirect impacts on service delivery. Community members were recruited based on convenience when the researcher was at the area of study.

Participants were recruited from the community members of the Fetakgomo-Tubatse Local Municipality as follows: they were approached in public spaces such as community halls, local markets, and areas near mining operations. Individuals who were readily available, willing to participate, and directly affected by mining activities were invited to take part in the study. This approach ensured access to participants with lived experiences of CSR initiatives, while also addressing the challenges of limited availability among potential respondents. By drawing on both accessibility and willingness to share, the study captured diverse community perspectives on how CSR projects influence service delivery and community development in Fetakgomo-Tubatse. The combined sampling strategy provided a more holistic understanding of the phenomenon by balancing accessibility with relevance, thereby strengthening the study's credibility and depth. In total, the study recruited a total of 34 participants, including key informants. Accordingly, this sample size ensured the collection of rich, in-depth data while maintaining feasibility in terms of time and resources as depicted in the table.

Table4.1: Envisaged Target Population

PARTICIPANTS	Number N=34	ROLE
Officials of the mining sector in CSR office	05	The participants were from different mines situated in the study area. They provided information on the support provided in terms of service delivery, what are provided and their perceptions on how efficient CSR of mines in enhancing service delivery is
Local municipality officials	01	The Official responsible for service delivery. The office shared information on the support provided by the mining sector on the delivery of services.
Traditional leaders	04	The kgoshi of the area where the mines are operating shared their views on the mining sector's effectiveness in service delivery in their areas.
Community civic leaders/forums	03	These are structures elected by the community to represents them. The structures provided information as direct beneficiaries of the CSR of local mines. They shared their perceptions of whether the mines' CSR is effective in providing services to communities. The role of the mines and whether mines are really providing relevant and sustainable services to the communities or not.

Community members	18	These are the residents of various villages within the Fetakgomo-Tubatse Local Municipality who shared information on whether the CSR of local mines within the Fetakgomo-Tubatse Local Municipality is effective in terms of service provision or not.
Ward councillors	03	These are leaders of the communities, and they are elected by the communities to lead and represents them. They provided information on the service delivered by the CSR of local mines.
TOTAL	34	

Source: Research Data, 2025

4.7 DATA COLLECTION METHODS AND PROCEDURES

The study has adopted both primary and secondary data to collect data from study participants. The Primary data was gathered from key informants, including mining authorities who work in the CSR and SLP offices, as well as municipal officials and community members. Notably, the researcher aimed to determine the role local mines play in enhancing service delivery through corporate social responsibility (CSR) and to pinpoint the specific services that local mines provide through CSR. The secondary data was obtained analysing relevant documents such as the CSR reports of the mining sector and all other relevant documents that were made available. The researcher adopted the Semi-structured interviews as the means to collect data from the study participants. Semi-structured interviews are exploratory interviews commonly used in the social sciences to gather primary data or to support qualitative research objectives (Magaldi & Berler, 2020). Thus, semi structured interviews were deemed relevant, reliable and important for this study.

Furthermore, the researcher used semi-structured interviews to collect data from study participants. Semi-structured interviews were adopted because they allow participants to provide detailed responses and experiences related to a study phenomenon (Grey, 2014). Notably, the researcher used an interview schedule to guide the topic. The interviewer and the interviewee had a one-on-one discussion during the engagement. The data collection tool included open-ended questions to encourage discussion, as the researcher aimed to understand the contribution of the mine's CSR to enhancing service provision at the Fetakgomo-Tubatse local municipality (see annexures C, D, and E). The participants gave the researcher consent to

use a tape recorder throughout the semi-structured interview sessions; additional information is provided on the section on ethical considerations.

All interviews with the study participants were conducted in Fetakgomo-Tubatse from June 2023 to February 2024. The researcher collected the data from municipal officials and mines' officials at their place of work, as it was deemed a necessity and a form of comfort by the participants. The primary data were used primarily to understand the role mines play through CSR initiatives in enhancing service provision at the Fetakgomo-Tubatse Local Municipality. Furthermore, the primary data was collected from community members and Kgoshi to get their perspectives on the CSR of local mines. Data from Kgoshi was collected at the traditional Authority offices as per the request of the council authority, while community members were interviewed at various places, depending on convenience, to get the perceptions of the community members on the CSR of local mines in enhancing service provision at Fetakgomo-Tubatse and how they individually benefited from the initiatives. Community members were selected based on availability and convenience for providing data to the researcher. Each interview session lasted 45 minutes or more with each participant, allowing the study participants to give detailed responses and the researcher to probe where clarity was needed. The permission to conduct the study in Fetakgomo-Tubatse Local Municipality was requested and obtained from the authorities to collect data within their jurisdiction. In addition to being a means of gathering data, the researcher employed secondary data analysis to bolster and validate the findings of the study such as, municipal IDP, mine CSR ,SLP documents and other relevant documents to the study.

4.8 DATA ANALYSIS METHODS AND PROCEDURES

The researcher used thematic analysis to examine data collected from participants on the CSR of local mines. Thematic analysis is a research method used to identify and interpret patterns or themes in a data set. It often leads to new insights and understanding (Boyatzis, 1998; Elliott, 2018; Thomas, 2006). Thematic analysis allowed the researcher to interpret and cluster themes to get the common information from the participants (Mthimkhulu, 2018). The technique was picked because it places a strong emphasis on locating, analysing, and deciphering the patterns found in the data. Thematic analysis is suitable for this study as it provides the researcher with a broader understanding of the data through various perspectives of the study participants, which leads to a robust study conclusion. This indicates that the researcher was familiar with the data that was gathered, understands it, and can identify patterns in both the field notes and the transcribed data. This study utilised NVivo 12 software for data analysis, focusing on the

conceptual classification of data related to the efficacy of CSR of local mines in service provision. The user-friendly nature of NVivo for qualitative research was a significant factor in its selection (Welsh, 2002). Therefore, to execute this method, the researcher has followed the six (6) phases identified by the thematic analysis.

However, since the researcher used a tape recorder to record the richness of the data from the participants, the researcher used tape recording as a data collection tool. The researcher transcribed data by converting audio from the recordings into a textual format to develop themes for simple analysis. The researcher began by reading and listening to the recordings countless times to make more sense of the study for better interpretation and analysis. While gaining an understanding of the data gathered, the researcher familiarised themselves with the objectives and inquiries of the study using the information that the subjects had given, and the researcher started creating a draft code. The researcher looked for developing codes and grouped codes together using the NVivo software. The investigator moved from codes to look for new themes. After that, the researcher looked over the research questions to make sure the themes created were relevant to the investigation.

The researcher was able to identify and label themes that emerged from the original codes by grouping the new codes into sub-codes and creating code families. Themes that surfaced included participant perceptions on the role played by the CSR of local mines, the difficulties mines encounter in implementing the CSR, the mining sector contribution through CSR in enhancing service provision in the Fetakgomo-Tubatse municipality, and strategies that can be implemented to ensure the enhancement of service delivery provision by the CSR of local mines. In chapter four (4), these recurring motifs are covered in more detail. The study examined the efficacy of corporate social responsibility of local mines in enhancing service provision. The researcher combined all the themes with the research questions, merged them into insights, interpreted them, and concluded.

4.9. DATA QUALITY CONTROL MEASURES

This qualitative study required qualitative methods to ensure the validity of the results. Lincoln & Guba (1985) stated that research must be placed on trustworthiness on four (4) broad metrics. The four (4) metrics are dependability, credibility, conformability, and transferability when determining how trustworthy the data obtained is. The researcher adopted various methods to ensure the data quality and the methods adopted are as follows:

- The researcher was able to identify and label themes that emerged from the original codes by grouping the new codes into sub-codes and creating codes families. Themes that surfaced

included participants' views on CSR in the mining sector, the mining sector's contribution through CSR to enhancing service provision, strategies that can be implemented to ensure enhanced service delivery by the CSR of local mines in the Fetakgomo-Tubatse Local Municipality, and services provided through the CSR model. In chapter five(5), these recurring motifs are covered in more detail. The study examined the efficacy of corporate social responsibility on local mines in enhancing service provision. The researcher combined all the themes with the research questions, merged them into insights, interpreted them, and came to conclusions.

- The researcher completed face-to-face interviews with all participants in English. English was adopted as a medium of communication to accommodate everyone to avoid language barrier. The researcher chose this phrase to be inclusive to all participants. It was an opportunity for each participant to react in their native tongue. Nonetheless, individuals chose to answer questions in English and only Magoshi requested that, they be interviewed in their mother tongue which is Sepedi.

- There was a need for translation when interviewing some of the key informants for the participants to freely express themselves in the language they understood and to also give proper answers as they understood the questions. To guarantee the validity of the study findings, the researcher employed verbatim for data analysis and interpretation. The study involved voluntary participants who provided in-depth knowledge based on their knowledge and experience on the efficacy of CSR of local mines in enhancing service provision through CSR at Fetakgomo-Tubatse. The voluntary participation ensured credibility to the study since participants understood the questions and could express themselves freely in English, there was no need for translation. Verbatim was used by the researcher in ensuring data analysis and interpretation, this method ensured the validity of the study findings.

4.10 ETHICAL CONSIDERATIONS

The researcher complied accordingly and consider the formal code of conduct which described what is considered acceptable and unacceptable professional behaviour. This research adhered strictly to the moral standards outlined in the University of Mpumalanga's code of ethics. As a result, before the study started, the researcher spoke with Fetakgomo-Tubatse Municipality and mining officials from the two mines and requested a gate keeper's letter. The gatekeeper's letter was issued by the Fetakgomo-Tubatse and the mines where the research was based, to allow the researcher the chance to get data for the intended study on the Contribution of Corporate Social Responsibility by the Mining Sector on Service Delivery in Fetakgomo Local

Municipality. The gatekeeper's letter has also given the researcher the authority to interview relevant people within the mines and the municipality (see Annexure H). The researcher was then given permission to continue with the study by the University of Mpumalanga research ethics committee, which issued an ethical clearance certificate (see annexure I). The researcher was granted permission to conduct the research by the mines (see annexure F).

Considering integrity and objectivity of the researcher, this required acting openly, being truthful and promoting accuracy. The researcher openly made the participants aware that, participation in the study was completely optional and voluntary, and participants were not compelled or put in any kind of pressure to be part of the sample of this study, as such they were free to discontinue their participation anytime they wished.

Another ethical consideration included showing respect for others. This involved ensuring the development of trust and respect. The researcher ensured respect for others by interviewing people in languages understood by both parties and did not disregard any participant's perceptions. The voluntary nature of participation and right to withdraw was explained including the right to participate without coercion.

The researcher also ensured confidentiality of data and maintenance of anonymity of those participating: The rights including the right to be anonymous during the interview were read aloud to achieve this factor. Participants also got the opportunity to ask questions as the informed consent form was being explained. Potential participants were told during the actual data collection process that their information would be kept confidential and that the study was conducted only for academic purposes. The researcher also mentioned to them that measures would be taken to ensure that no one would ever know who they were without their permission. Participants were given the opportunity to ask questions if any prospective participants had inquiries. Furthermore, anonymity for the participants was guaranteed, and their responses could not be connected to them in any way, such that any information that could potentially be traced back to the participants was removed during the data cleaning

The research took responsibility in the analysis of data and reporting of findings. This was achieved by ensuring that the data is not altered, and results were not falsified (primary data). The researcher used transcriptions and stored recordings with a password-protected zipped files that were only accessible by the researcher for security and ethical concerns.

The research ensured that participants are not deceived to get information for research and acknowledged that it is unethical to do so. The purpose of the study was adequately explained. Participation in the study was completely optional and voluntary, and there was no compulsion

of any kind applied to the study participants; they were free to leave the study at any time without giving the researcher a reason. It was also explained to participants that there would be no payment associated with their participation in this research. Consent forms were given to all the study participants and explained thoroughly to them so they can decide whether to sign or not before interviews could be conducted. That was used to ensure that participants do research interviews and provides the information voluntarily.

4.11 STUDY LIMITATIONS

The study was exclusively relevant to the local municipality of Fetakgomo-Tubatse, designated area. The information was not gathered from all rural settlements in the Fetakgomo-Tubatse local municipalities. Only two wards out of 37 wards in Fetakgomo-Tubatse were used to base study. Notably, the results gathered remain valid despite the study's limitations. The researcher's capacity to gather data and interpret results prior to the deadline may also be impeded by time and financial constraints. Another drawback was the difficulty in locating the study's main informants (mining forum representatives), since most of them were attending back-to-back meetings with other mine companies during the data collection period.

4.12 CHAPTER SUMMARY

This chapter mostly discussed the methodology choice made to carry out the current investigation. In this study, the researcher employed an exploratory research strategy. The variety of techniques and strategies used fits the qualitative research approach. The description of the research design, study area, types of data needed, unit of analysis, target population, sample design, data collection techniques, and analysis procedures were the primary topics of this chapter. The concept's reliability and validity, as well as, the techniques for gathering data and analysing it, were covered. The chapter concluded with a review of the study's shortcomings and ethical issues.

I advise that as you effect editing suggestions and the like that you check the different tenses you used and decide if this Chapter 4 should be written in the future, past or present tenses. You used all three tenses in this chapter. I highlighted some examples in the table.

CHAPTER 5

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

5.1 INTRODUCTION

The previous chapter was based on research methodology, design, paradigms and data collection methods. Furthermore, it explained how qualitative data was collected using semi-structured interviews from the sampled participants, and thematic analysis was adopted to interpret it and make sense of the participants' responses. This chapter will focus on data analysis, interpretation, and findings of the research study on the efficacy of the corporate social responsibility of local mines in enhancing service provision in Fetakgomo-Tubatse. The first section of this chapter discusses the demographic profile of the study participants. Followed by presenting the participants' thematic responses, beginning with their perceptions of the CSR of local mines. Thereafter, the chapter analyses and interprets individual benefits through CSR, Challenges associated with CSR implementation ranging from political influence on poor communication. Additionally, the chapter analyses and interprets potential CSR strategies to enhance service provision. The chapter concludes with a summary that covers the main arguments raised from the findings.

5.2 DEMOGRAPHY OF STUDY PARTICIPANTS

The study participants were requested to indicate their age, gender, and source of income to establish their socioeconomic background and understand how these factors might influence their perspectives on community development issues. The table below presents the demographic profile of the study participants, providing a foundational context for interpreting the study's findings.

Table 5.1. DEMOGRAPHICS OF THE STUDY PARTICIPANTS

Participants	Age	Gender	Source of income
P1	19	Female	Mine official
P2	28	Female	None
P3	23	Male	NSFAS
P4	36	Male	Bursary
P5	39	Male	General worker
P6	19	Female	Internship

P7	43	Female	Social relief fund
P8	43	Female	None
P9	21	Female	Mine official
P10	33	Male	Social grant
P11	50	Male	General worker
P12	46	Male	Municipal official
P13	62	Male	Construction
P14	59	Male	Kgoshi
P15	47	Male	Social grant
P16	27	Female	Kgoshi
P17	50	Female	Social grant
P18	36	Male	Mine official
P19	53	Male	Kgoshi
P20	55	Female	Ward councillor
P21	51	Female	Social grant
P22	50	Male	Kgoshi
P23	51	Male	Employed
P24	62	female	Teacher
P25	39	Female	Mine 2 worker
P26	41	Male	Teacher
P27	48	Male	Shop steward
P28	58	Male	ward committee
P29	39	Female	None
P30	55	Male	Principal
P31	59	Female	Social grant
P32	44	Male	Entrepreneur
P33	47	Male	None
P34	63	Male	Mine 1 official

Source: Research Data, 2025

The table above presents the demographic profile of the participants. Firstly, the age of the study participants, the data collected indicated that 12 of the 34 sampled people, are over the age of 50. Community members interviewed were between the ages of 19 and 58 years old. The highest number of participants was between the ages of 36 and 48 years. There were 6 participants in the age group of between 25 and 35 years. The aged group of 25-35 years were

employees in the corporate social responsibility of the two mines in the Fetakgomo-Tubatse. This indicates that among the study participants, young people are not active participants in the processes of CSR of local mines in enhancing service provision. This aligns with the study by Masheke (2019), which found that young people are unlikely to participate in community development because their focus is on individual development. It establishes that most professional jobs are occupied by elderly people, and mostly men, among the study participants.

The table above further depicts that most study participants, 8 of 34, especially women, are unemployed and are reliant on a social grant as a source of income. This reflects the general statistics in South Africa, where most women, especially, in rural and township areas are solely dependent on social grant as their source of income and livelihood strategy (Hochfeld, 2017). These findings are consistent with other studies, for example, the study by Mosoetsa (2011) further highlights that many working-class and unemployed women in post-apartheid South Africa depend on state welfare and informal networks for survival. Similarly, Khunou (2015) explores how social grants have become a critical livelihood strategy, particularly for female-headed households in disadvantaged communities. Therefore, the study's demographic findings show that the study participants largely represent economically vulnerable groups, highlighting the persistent challenges of unemployment, poverty, and limited access to sustainable livelihood opportunities. This points to the structural nature of poverty and unemployment among the study participants, especially among women.

5.3 CSR AND SERVICE DELIVERY: PARTICIPANT PERSPECTIVES

The participants discussed their perceptions of the contributions of CSR of local mines in enhancing service provision at Fetakgomo Tubatse. The study found contradicting views on whether mines enhance service provision through CSR in Fetakgomo-Tubatse. For example, the perceptions of mine officials in the office of community development (CSR) suggest that mines are doing well in terms of CSR initiatives. On the other hand, other participants, including community members, municipal officials, and Kgoshis, highlighted that the mines, through CSR, are not benefiting the community. Below are some of the participants' perceptions of CSR in the mines and service provision at Fetakgomo-Tubatse. Participant 1 (mine 1 official) was captured saying:

Our mine is doing extremely well so far in terms of fulfilling the proposed projects that are in the SLP document and the CSR. For example, the mine have previously built community hall for the Mapodile community”.

Figure 5.1: Picture Depicting CSR Project Community Library



Source: Research Data, 2025

The above remarks by mine officials indicate that the mine companies enhance service provision through CSR programs. Apart from enhancing service provision, mines through CSR are perceived as a tool for equipping community members with experience and the necessary skills. CSR initiatives of mines can also be regarded as a component strategy that addresses various socioeconomic effects. Besides the positive perceptions by the mining officials, there were some contradictory perceptions from other participants. The opposing views are that the mines are not doing much for the community and that people need to address prevailing poverty, poor service delivery, and other dominant socioeconomic issues in Fetakgomo-Tubatse. Below are some of the perceptions presented by the participants. Participant seventeen (17) Community member) was captured saying:

The mines are not really implementing CSR accordingly. Communities just closer to the mine, Ga-Motodi, Ga-Matshatane, continue to have the poorest roads and insufficient water, regardless of being so close to the mines.

This view from the community indicates that, there is a lack of commitment and dedication by the mines for enhancing development in the community, as the mine fails to implement community empowerment-related initiatives in areas where they operate. This perception

aligns with the views of Participants Twenty-two (22) and Twelve (12), Kgoshi and a municipal official, respectively, who also highlighted that the mining company is not benefiting the community through its CSR initiatives. For example, below is what the participants said:

Participant 22: (Kgoshi) *My view is that mines are doing less to none, if I may say so, because we do not see any positive changes in our communities.*

Correspondingly, Participant 12 (Municipal official)

My perception is that the mines are not really putting more effort into assisting communities because there are numerous service requests sent to them to assist with some projects, and they still fail to help.

The view from the municipal official shows that several requests were sent to the mines to assist with projects, but the mines kept ignoring them and failing to attend to them, indicating that the mines are sometimes reluctant to assist communities. The above perceptions from the participants display contradictory views of CSR of local mines and service provision. Accordingly, through the contradictions, it shows that as much as the mines state that they are providing services and community development initiatives through CSR, there are communities who fall within the jurisdiction of the mines, and they have stated that they are still struggling with basic but important services such as, tarred roads, water, and sanitation. The literature highlights that there are often opposing views between how local people perceive the CSR of mines and how mine officials view the CSR. For example, Phasha (2022) highlights that mining companies, in most instances, do not even attempt to address CSR requests, as the main motive is to maximize profit. Furthermore, the study by Sondo (2019) illustrated that Mines tend to deliver services that are not in line with the community's needs. Therefore, it can be deduced from the participants' responses and the literature that some of the study participants feel that the mines in the area are not prioritising community development because, they are not delivering relevant services that address the community's needs. While the mine officials focuses on isolated achievements, local people, Kgoshi, and municipal officials assess impact based on sustained change and broader community outcomes, which they find lacking. Therefore, these differing perspectives highlight the importance of inclusive, need-driven development planning and the need for mining companies to go beyond compliance to build genuine, trust-based partnerships with communities and local institutions. This is critical in building and improving communication and impact assessment to ensure that projects delivered through the CSRs translate to meaningful change on the ground.

5.4 INDIVIDUAL BENEFITS THROUGH CSR INITIATIVES

Even though the participants perceived the mines as not benefiting the community, the study found that some individuals have benefited from CSR initiatives through bursaries, scholarships, in-service training, and internships. For example, this is what some of the participants said: Participant 4 (community member)

The Two Rivers Platinum Mine funded my tuition fees from the first year until completion. However, in terms of community development initiatives, the mine is still lacking

The responses of participant 4 indicate that mining companies in Fetakgomo-Tubatse are issuing bursaries to those in need; however, despite this initiative to grant bursaries to deserving community members, participants feel that the mines, through CSR, are not doing enough in terms of community development. This indicates that these efforts are often isolated and lack broader impact on structural challenges such as, community empowerment and service delivery. This is similar to the view presented by Participant 17 (community member), who highlighted that

Inclusivity was witnessed by me when I was given a bursary to study Mining Engineering by the mine. We have been marginalised for quite some time as disabled people.

Correspondingly, Participant 6 (community member) said:

I was at home for 7 years after completing my degree with no hope of work because all posts require experience. However, I am now a trainee in mine.

The above responses from the study participants indicate that as much as, the mines are not prioritising community development at large, they do have some initiatives that aim to capacitate individuals, especially in education and training-related initiatives. These views from the participants cement the broader literature that almost 56% of CSR initiatives of the mining companies are targeting individual development, especially on education (Maluke, 2020). The study has noted the statement of the mine officials, which reinforces this perception that the mine is doing exceptionally well in terms of individual benefits, ranging from employment creation to part-time and in-service training, to internships. Mine 2 official (Participant 9) when interviewed was captured saying:

The mine is doing exceptionally well in terms of creating job opportunities. The Fetakgomo-Tubatse's youth unemployment rate has dropped from 78% in 2018/2019 to

53% in 2023/2024. Though most are doing in-service training and learnerships, but it is evident that the mines are boosting the economy of FTLM.

The above response from the participants shows that, as much as the mines are not doing well in terms of community development, they do well on individual empowerment and capacity building. The study has shown that mines are equipping graduates with experience for them to be compatible in the workplace. Furthermore, it indicates that the mines assist the marginalised young people to further their studies at various higher institutions. As indicated by the reviewed literature, in many communities, mining remains a hope to address the socio-economic imbalances and boost the employment rate for both skilled and non-skilled workers (Marshall, 2017). The study is also in line with the study conducted by Zulu (2021), who deduced that mines opt for individual development initiatives as they require less expenditure compared to community development initiatives. As in the case of Fetakgomo-Tubatse, the study noted that the mines are tackling inequality in the marginalised communities and persons through employment, in-service training, and bursaries. From the study, it can be deduced that participants applaud CSR for its focus on individual development more than for its service provision and community development initiatives that benefit the community. In the case of Fetakgomo-Tubatse, the mines have projects in communities, for example, the Mapodile Community Hall and the Thusong Centre. However, individual benefits appear to be acknowledging more as opposed to community benefits. Hence, participants view the mine as not doing anything.

5.5 COMPLIANCE -DRIVEN CSR PRACTICES

The study established that CSR projects of the mines might or may not positively impact community development. The study participants have held contractionary views regarding the impact of CSR projects on community development. Some Community members and the ward councilors view the CSR projects as not prioritizing community development projects that will not benefit Communities in the long run but only deliver projects for compliance purpose on the side of the mine. The statement is supported by what the community member (participant 17) said:

Most of the projects that mines execute through their CSR initiatives do not seek to address permanent solutions or enhance community development. For example, the Driekop community has received 3 JOJO water tankers as a form of addressing water challenges and the three tanks do not make any dent in the resolution of water related challenges in this community'

The above responds shows that mines only provide temporary measures which do not even solve the challenges faced by the community. According to participant 17, mines mostly undertake CSR projects just to meet targets as per CSR policies, even when the projects do not address the needs or resolve the challenges of communities in the long run. The statement is supported by the literature which found that mines in most instances provide temporary relief and neglect the permanent solution to address community development aspects (Neils, 2018). A corresponding view was noted from Participant 21 (ward councilor), who was captured saying

“The mines through their CSR are not really focusing on sustainable community projects. They just do projects for compliance purposes at the expense of community development.”

The above response from the ward councillor states that mines are not reinforcing relevant projects that seek to address the needs of the communities; instead, they just implement projects to comply. Furthermore, these views reflect a critical view of mining companies' CSR practices, suggesting they prioritise regulatory compliance over genuine, long-term community empowerment. These views highlight disconnect between, corporate intentions and the actual developmental needs of local communities. The literature cemented this statement by saying that, mines tend to chase CSR targets by implementing any CSR projects to communities even those that do not speak to the needs of the aforesaid community (Ratale, 2017). From the participants' responses, it shows that mines are not focusing on the legitimacy theory approach, which emphasises the needs of communities and what they deem important for the mines to be regarded as legitimate. Moreover the statement of the responded 21 and the literature it can be deduced that most CSR projects remains irrelevant to the needs of the communities and that mines priorities reaching targets than any other thing. Apart from the views of participants 21 and 17 who have stated that CSR projects of mining companies are not enhancing community development, municipal official and mine official have contradicting views. Mine 1 official (Participants 1) was captured saying”

Multiple school libraries were built and handed over to communities which will continue to serve as skills and education equipment for the current and future generation. Once one access education facilities for free it means communities are empowered.

Furthermore participant 12 municipal officials have said’

Mines do have CSR projects that seek to address community needs like water challenges as they have recently bored more than 120 taps at Ga Masha section for a community which had been in drought for years.

The above response from the mine 1 official and municipal official show that mines are implementing CSR projects that seek to enhance community development and seek that future generation's benefit from the same initiatives. This is supported by the literature, which found that educational facilities play a pivotal role in community development, as they equip community members with relevant knowledge and skills to tackle day-to-day challenges (Barel, 2019). From the literature and respond of the mine 1 official it can be noted that through CSR initiatives mines do provide projects that equips community members .Therefore, the above responses from both participants shows that study participants have contradictory views as others say the CSR of mines does not focus on the projects that have positive impact on community development while, others say the mines do have community development projects. The findings are cemented by the literature which has found that, development is a multidisciplinary word which varies from person to person and community to community and this makes it difficult to measure whether a project enhances community development or not (Igwe, 2017). It can be said that the study has found that some CSR projects of the mines such as, libraries are regarded as enhancing community development which supports the view of the study participants who considers CSR projects as having long term impact on community development. However on the other hand the study has noted that most of the projects implemented by the mines through CSR initiatives do not provide permanent relief to the community challenges.

5.6 JOINT CSR PROJECT WITH THE MUNICIPALITY

The study has established that there are some projects that are joint-ventures between the municipality and mines. It has been further established that most of the joint projects are major projects such as, main roads and bridges among other things. Participant 9 a mine 2 official was captured saying:

One of the projects is the Steel-bridge project which was a joint of various mines and the Municipality.

Furthermore, mine 1 official said:

Working with the municipality on some projects taught patience and teamwork because the municipal processes are not like mine processes. For example, every step of the

project the municipality must consult and pledge municipal council approval which delays project.

The above responses from mine 1 and mine 2 officials' show that mines and municipality do collaborate on some projects though their working paces and processes are different. The mine 2 official response has also shown that municipalities rely on council for decision making resulting to delays on the project. This aligns with the literature, which has shown that a joint project between a private and a government entity tends to take longer due to differences in decision-making processes (Siko, 2019). This is supported by stakeholder theory, which considers the needs of stakeholders and shareholders, including community members, for the betterment of everyone affected by the mines. Moreover, the stakeholder theory encourages collective work for best output. Therefore, it can be said that communication and teamwork serve as a crucial component when the mines and municipality collaborate on projects.

The municipal official has said ‘

Collaborating with mines makes projects deliverable to be best as the mines do have various well-equipped labour with various expertise. Their expertise assists both parties to speed up the implementation of the project and minimise delays.

Figure 5.2: Road and Bridge Construction Collaboration Project



Source: Research Data, 2025

The above response that mines have professional/expert labour with extensive expertise and experience, which assist in the collaboration projects between the mines and the municipality. During the project collaborations mines specialist advise throughout the project to avoid improper implementation of the project. This is supported by the literature which found that mines prioritises highly qualified experts in various fields so that they can add value to the projects of the mines (Chanel, 2018).The municipal-mine collaboration is characterised by team work as both parties have to work together to deliver a project that seeks to benefit communities of Fetakgomo-Tubatse such as the Steel bridge project. From the responds and literature it can be said that municipal-mine collaboration do exist in Fetakgomo-Tubatse municipality and that Steel Bridge is the recent collaboration project between the mines and the municipality.

5.7 CHALLENGES ASSOCIATED WITH CSR IMPLEMENTATION

The participants discussed a range of difficulties faced by mines in terms of implementing their CSR initiatives, some of which are, political influence, Magoshi internal conflicts, community forums, and poor relationships between mines and Magoshi. The following issues were mentioned as obstacles to these Mines to enhance service provision through CSR. This section elaborates and discusses these issues further.

5.7.1 POLITICAL INFLUENCE

The study established that one of the hindering factors that results in poor implementation of CSR initiatives is political influence. Despite the positive remarks made by the mining officials on CSR initiatives, some of the study participants, including community members and Kgoshi, highlight that political influence during the processes of the implementation of the CSR programs remains a stumbling blocks. The participants have raised concerns that certain politicians at Fetakgomo-Tubatse are using the CSR of local mines for their own benefit at the expense of societal welfare. For example, Participant 18 (community member) said

Mines have policies that guide them to give services to the people through CSR and SLP, and those bylaws are adopted. However, communities are not benefiting from those programs; instead, they benefit certain individuals with political power. Politicians take money that is supposed to be used to benefit the communities just to satisfy their own selfish reasons and egos. It was promised in June 2020 that Mooihook village would be assisted with drilled water per street, but it never materialised because it did not suit the interests of a political leader.

The response from the participants highlights disconnect between policy and practice, where political interference undermines equitable service delivery through CSR and SLP. Corruption and elite capture divert resources from community needs, reinforcing mistrust and developmental stagnation. This statement is supported by the literature which states that: Political interference may hinder or delay service provision due to politicians' prioritising self-benefit at the expense of communities (Shaulin, 2016). Similarly, Participant 17 (Community Member) said:

Politicians are the main beneficiaries of the CSR in the mines; we, as members of the communities, are suffering.

Also, Participant 19 (Kgoshi).

Officials should stop involving politicians in their processes of CSR because they will forever fail to implement. I recall in 2019 a certain mine promised to build a library at Ga-Masha, and 5 years later, nothing has been done because the mine has given the municipality powers to facilitate the project.

These narratives provided by community members and Kgoshi show that poor service provision persists in Fetakgomo-Tubatse despite the various mines that are within the municipality due to the political influence during the processes of the implementation of the CSR programs. One of the studies conducted by Rahaj (2017) showed that the main reason behind the failure of policy implementations and for institutions not achieving as per the adopted action plans is because of the political influence surrounding the decision-making and seeking guidance from political leaders' prior projects implemented. The study also aligns with the previous studies conducted by Macheke (2021), wherein the study established that influential political persons disrupt the mining process when processes are not aligned with their interests. Furthermore, the study by Makuwa (2019) established that mine companies sometimes fail to implement CSR initiatives because they make politicians the central drivers of the initiative. Correspondingly, the study conducted by Chitereke (2017) has deduced that the number of protests over service provision through CSR is a result of community members complaining that the CSR initiatives of the mines only benefit those with political power while neglecting the genuine needs of the community. Therefore, from the findings, it can be concluded that CSR of local mines cannot currently be considered a strategic component to enhance the service provision and community development in Fetakgomo-Tubatse because this outline as result from the high unprofessionalism in terms of the processes in the CSR offices as revealed by the community members.

5.7.2 INTERNAL CONFLICTS AMONGST TRADITIONAL LEADERS/MAGOSHI

The study discovered that there are internal conflicts amongst traditional leaders, including Ntuna (Headman) and Kgoshi, as well as, between Magoshi, because certain projects overlap to the jurisdiction of other Kgoshi. This becomes a challenge because certain projects overlap into the jurisdiction of other Kgoshi, and they also expect to get the same benefits given to the other Kgoshi prior to the implementation of the project, for example, money from the mines requesting permission to utilise the land. For example, Participant 14 (Kgoshi) said:

The main challenge is the conflicts amongst traditional leaders/magoshi, which hinders the mining company from implementing CSR initiatives, especially in places where there is a boundary, and more than 2 Magoshi must be involved. There are those traditional leaders who always want to get better privileges than others.

From the above response of participant 14, it can be deduced that internal conflicts amongst traditional leaders is one of the hindering factors in terms of CSR implementation. The internal conflicts are resultant from issues such as, land claim disputes, wherein other traditional leaders expect a higher percentage share of the development incentives, because they feel they are the legitimate custodians of the proposed development site. This statement is supported by the municipal officials who raised concerns pertaining to poor working relations among Magoshi and their Ntuna and or among one kgoshi and another Kgoshi involved in the same CSR programme within Fetakgomo-Tubatse. For example, one of the municipal officials (Participant 34) was captured saying:

The internal conflicts between Magoshi and their Ntuna remain a challenge, which causes CSR initiatives to take a snail's pace because, in most cases, Ntuna does fraudulent acts like signing papers and agreements with the mines for CSR initiatives, which results in chaos.

The statements mentioned above from the study participants show that there is a poor working relationship amongst traditional leaders in Fetakgomo-Tubatse. These conflicts and quarrels emanate from land ownership as, others Makgoshi own bigger portion of land than others resulting to them holding a belief that, since they own bigger portions of land, they should be given bigger incentives by CSR mine projects compared to those owning less portions of land, especially when the project overlaps on to their jurisdiction. These views are supported by the previous study conducted by Phasha (2021), while looking at the land distribution in the rural settings. The study revealed that the main issue for poor development in terms of service delivery is the disputes amongst the traditional leaders. The unresolved issue amongst the

traditional leaders makes engagements with the mining management to be impossible or difficult since the traditional leaders fail to reach a common ground (Leonard, 2019). Furthermore, the study aligns with the literature, which states that internal conflicts amongst traditional leaders remains a hindering matter for community development (Makola, 2017). From the literature, it was found that between 2015 and 2022, about 3 million land dispute claims were launched with the Department of Land and Rural Development because people were claiming to be the rightful owners of particular pieces of land while they were not, and such issues are disclosed when development occurs (Mahata, 2023). The reviewed literature it alludes to internal conflicts amongst Magoshi and Ntuna results in quarrels over land ownership hence the high number of land disputes (cite the source). From the statements of both study participants it can be deduced that Ntunas also wants to benefits at the same level as Magoshi. Thus, results in conflicts amongst Magoshi di Ntuna over conflicts of interests. It can be deduced that one of the main causes of the slow implementation of CSR initiatives is due to internal conflicts amongst Magoshi and their Ntunas in Fetakgomo-Tubatse.

5.7.3 POOR COMMUNICATION

The study has established that poor communication remains one of the causes for the failures of mines to implement CSR initiatives. The poor communication established in this study is between the mines and the municipality, and between the municipality and the traditional authorities. Participant 9 (municipal official) said:

The challenge we encounter when engaging with the mines is poor communication amongst stakeholders, and this results in mines not implementing CSR initiatives as per plan. Poor communication from mines also results in duplication of projects because if mines are not engaging with the municipality in terms of their CSR and SLP, it results in mines having similar projects, and that means a fruitless expenditure.

Despite the responses given by the municipal official about the poor communication by the mines to the municipality, the mines had contradicting views. According to the mines, the municipalities and traditional leaders are the ones who make things difficult in terms of the implementation of the CSR. The following statement supports the views of mining official 1 (Participant 18), who said:

The mines try their best to have the best relationship with the municipalities in order to ensure the smooth operation in terms of CSR initiatives which seeks to assist in enhancing service provisions. However, in most instances, we fail to have such

relationship as most of the powerful people in the municipalities like mayors and municipal managers, demands that we do things that goes against our CSR policies

The above response from the mine 1 official refers that mines do try to establish a good working relationship with the municipality; however, sometimes the municipal officials, including the mayor, expect the mine to go against the CSR bylaws to suit their interests. Moreover, the issue of poor communication can be addressed by reinforcing transparency by providing tools such as CSR reports to communicate their social and environmental performance, showing they share the community's objective on service delivery enhancement in line with Coercive legitimacy. According to the response of mine 1 official, the conflict of interests becomes a barrier for proper relationship between mine and the municipality. However, participant 9 holds a contradictory view from that of the mine official on the basis that it is the mines which are not willing to have a good working relationship with the municipality.

One of the disadvantages of not having a good relationship was explained as a duplication of projects because there is no proper planning and engagement between the two parties (municipality and mine). The response is that the study participant aligns with the literature, which found that mining policies are often considered irrelevant by the municipality as the policies do not speak to their demands (Vladimir, 2020). The response of participant furthermore confirms or align with the study conducted by Sewela (2017) found that poor communication amongst stakeholders affects deliverables on the CSR programs of mine. It can be seen that the mines and municipality have no common ground in terms of CSR bylaws or policies, which hinder the development of CSR in mines. Furthermore, it can be further indicated that both parties as, mine and municipality, do not want to take accountability for the poor relationships.

5.8 POTENTIAL CSR STRATEGIES TO ENHANCE SERVICE DELIVERY

The study established from participants that there are various strategies that can be utilised to ensure the enhancement of the CSR of the mines in service provisions in a sustainable manner. It is believed that the proposed strategies, such as policy implementation and monitoring, suggested by the study participants, will enable the mines to implement CSR initiatives that contribute more to service provision, skills transfer, and the addressing of some of the socio-economic challenges of the neighbouring communities around the mine in Fetakgomo-Tubatse. One of the strategies suggested to enhance service provision through CSR is policy implementation, as supported by participant 9 a municipal official, who said:

Mines should adhere to their CSR policies to ensure services are

directed and delivered to people in a sustainable manner.

The above response from participant 9 suggests that mines should adhere to the policies that guide their CSR initiatives to realise proper implementation and achieve community development. This response is in line with the literature that confirms that, in many cases, the failure of mines to provide services to CSR initiatives is due to the failure of mine officials to implement CSR policies adopted (Kgawane, 2018). On the other hand, Participant 12 a municipal official said:

The only way to ensure proper implementation of the CSR of our local mines is if the Department of Mineral Resources becomes too strict and monitors the progress of the action plan of the mines. Where mines are not complying as per the proposed action plan of CSR and SLP, necessary measures must be taken against them.

According to participant 12, the Department of Mineral Resources must be fully on board and implement a monitoring and evaluation system for the CSR of mines. The feedback from participant 12 aligns with the literature, which reveals that when institutions are monitored and drastic measures are taken against them for noncompliance with CSR policies, mines work towards achieving targets to avoid penalties (Maseve, 2022). In addition to policy implementation and monitoring, community members involved in the study believe there should be greater interaction between the mine and the community. Accordingly, they believe that this will create a platform for open dialogue, mutual understanding, and transparency in decision-making processes. Such engagements are seen as essential for addressing community needs, building trust, and ensuring that CSR's initiatives are both relevant and impactful. Participants' emphasised that without consistent communication, mining operations risk being perceived as exploitative rather than developmental. For example, Participant 34 a community member said:

Mines must interact with communities through community meetings because it is the communities that know exactly their needs are, that will assist with the proper implementation of the CSR initiative of mines.

The above response from participant 34 suggests that mines should prioritise community engagement to better understand and address communities' realistic and appropriate needs. This response is supported by the literature, which state that community members should be part of their development to achieve realistic community development projects (Kangala, 2021). As in the case of Fetakgomo-Tubatse, community participation plays a critical role in shaping their

own development, more especially in the CSR of local mines. On the other hand, Participant 16, Kgoshi said:

Mines should respect that Kgoshis are the custodians of the land and that they should engage with us to fasten service provision, as there is no development without land.

The above response from Kgoshi suggests that mines should engage with traditional leaders where development is concerned. The involvement of Kgoshi will assist in the smoothening of land developments in Fetakgomo-Tubatse because the area is in a deep rural setting where Magoshi remain the custodians of land and have legal rights bestowed upon them by the department of Land and Rural Development as the holder of title deeds that Magoshi should issue out permission to occupy to those who want to initiate development. The previous statement indicated that when Magoshi are not properly engaged or do not have a good relationship with the mines, the mines will not receive any PTO from Moshate, allowing them to execute their CSR projects. Proper engagements between the mines and traditional leaders will assist in unlocking development initiatives through CSR. This notion is supported by the literature, which has shown that, just as in the case of Fetakgomo-Tubatse, traditional leaders, as custodians of the land, have the power to either promote or hinder development within their jurisdictions (Musanda, 2019). The literature by Nkadameng (2016) also shown that no development will take place against the will of the traditional authorities for compliance purposes. Responded 34, who represented community members, pointed out that mines should always hold community meetings in the relevant ward where the proposed development is to be implemented, to identify the needs that speak to the community. It can be deduced from the literature and response from Kgoshi and community member encourages the adoption of good working stakeholder relationships to empower community development through CSR of mines in Fetakgomo-Tubatse.

5.9. CHAPTER SUMMARY

The data presentation's initial section included the demographics of the study participants, and the study found that older people are more active in CSR initiatives at Fetakgomo-Tubatse than youth. Furthermore, the study has presented and analysed the CSR and service provision from the participants' perspective, as a theme, and the study established that community development projects and programmes are still lacking in Fetakgomo-Tubatse despite the mines that are within the area. The study has further presented an individual initiative aiming at individual development as a theme and established that mines have individual development programs aiming to capacitate individuals through internships and bursaries. The study has also

analysed the CSR projects on community development and also the collaboration of municipality and mines in projects. The study further analysed and presented a theme on the strategies that can be implemented to enhance CSR deduced that mines should make community participation the heart of each development, that mines should establish healthy working environment with the traditional leaders, that the mines should adhere to their CSR policies for proper implementation and lastly, the Department of Mineral Resources should implement monitoring and evaluation for CSR initiatives of mines. The last theme was the challenges to CSR in local mines in enhancing service provision. The study found that one of the hindering issues affecting CSR implementations is political influence, poor communication, and internal conflicts amongst Kgoshis and Ntunas, and between Magoshi. The data was presented, analysed, and interpreted based on these emerging themes. The study will be wrapped up in the following chapter with a key discussions and finding of the themes and recommendations on the challenges emerged from the study.

CHAPTER 6

DISCUSSION OF FINDINGS, CONCLUSION AND RECCOMENDATIONS

6.1 INTRODUCTION

This chapter covers the summary of the study that was conducted to explore the contribution of the Corporate Social Responsibility (CSR) by local mines in enhancing service provision. It starts with a detailed summary and findings of the study, and this is followed by the researcher's conclusion based on the findings of the study. The last part presents the recommendations and areas for further studies.

6.2 SUMMARY OF THE FINDINGS

This qualitative study explored the contribution of Corporate Social Responsibility of the mining sector in enhancing service provision. A sample of 34 study participants were selected for this study. Purposive sampling was used in recruiting key informants and convenience sampling used to recruit eighteen (18) participants from the community members. The data was collected using face-to-face interviews and the thematic analysis. Presented below is the summary of the findings

6.2.1 THE IMPORTANCE OF CSR OF LOCAL MINES

Reflecting on the finding of the study, the study established contradicting views or perceptions and perspectives on the role played by the CSR of local mines in enhancing service provision in Fetakgomo-Tubatse. Furthermore, the study found that variations are dependent on the level of engagement and the benefits obtained by participants. Some participants including Kgoshi and community members expressed concerns on how mines are not assisting communities by enhancing services as directed by CSR. However, mine officials argued that most CSR and SLP projects fail because of internal conflicts in the traditional council which results in land disputes which prolongs and results in failure of the CSR implementation. Some community members have raised issues of concerns to say mines are not investing in assisting communities but focus on profit maximisation, however, the mines and some community members has explained that mines are playing a crucial role in both personal and community development citing that, mines provides SMME supports to some small business within Fetakgomo-Tubatse and that some community members are bursary recipients to further their mining related studies. Kgoshi and some community members explained that mines are not doing big projects for the communities but just minor project done for compliance purposes. However, the mine official provided information on how much the mines are doing to boost community

development and gave the Mapodile library as one of the mines' CSR projects. The study found that Mines are bound by CSR policies which requires them to give back to the community wherein they operate. However, the communities living closer to the mines continues to lack proper services such as, sanitation and water. Notably, the municipal officials do not fully recognise the CSR of local mines as doing sufficient in providing CSR projects that seeks to assist the communities and argued that mines normally do their projects in silos without engaging the municipality in order to find the realistic and actual needs of communities which the municipality is aware of through their IDP consultations. However, the mine officials argued that mines do try to reach out to the municipality but fail because municipal officials are not available when the mines need them for strategic meetings. Apart from the elements that must be worked on for example, good working relationship between the mines and the municipality. The delay in implementation due to poor communication is in line with Gert's (2020) findings, which stated that most project failures are due to internal disagreements or poor relationships between stakeholders.

Despite the mine's intervention to address issues of service delivery, communities within Fetakgomo-Tubatse continues to be unsatisfied with the efforts. It is to be noted that, a particular phenomenon is perceived by individuals from their point of view or their understanding of that particular phenomenon. Hence, the mine officials describe the CSR of mines as a tool to enhance service delivery, and the mines are implementing various projects within the Fetakgomo-Tubatse Municipality, whereas, on the contrary, communities attest to no delivery of such CSR in their villages. One of the major highlighted projects referred to by the mines is the Ga-Malekane steel bridge, a joint venture between the municipality and CSR initiatives of various mines in Fetakgomo-Tubatse, and the construction of libraries, with one being Mapodile library in Mapodile village. Furthermore, the mine officials have explained that the mine also offers internships and bursaries to people of Fetakgomo-Tubatse, especially youth. These results correspond with the theory of change, which describes various interventions that produce the outcomes displayed in the outcomes framework. The theory of change highlights the connection between every activity and its outcome, providing insight into the often-complex web of actions needed to effect change (Clark, 2013). The mine officials displayed the positive effect of mine CSR on service provision. The study has noted with great significance that, internal conflicts between Magoshi and Ntunas remains a stumbling block to the development of community of Fetakgomo-Tubatse as land is a fundamental requirement for development.

Therefore, from the above-mentioned arguments, it can be concluded that, through their CSR, mines are making sufficient contributions to service provision and community development at large in Fetakgomo-Tubatse. Furthermore, the CSR strategies of local mines seem more efficient at addressing the socio-economic challenges of people in Fetakgomo by providing various skills development opportunities in the mines and giving young people opportunities to further their studies through bursaries. The existing nature of CSR initiatives offers hope that Fetakgomo-Tubatse will develop at a faster pace and that infrastructure and other service delivery issues will be addressed through these initiatives, in collaboration with the local municipality where possible. Despite the willingness and effort portrayed by the mines to provide service enhancement through CSR initiatives, the mines encounter various challenges which sometimes hinders or delay implementation. Therefore, it is recommended that relevant stakeholders and institutions be encouraged to support the CSR of local mines, enabling service provision through the mines' CSR initiatives.

6.2.2 HINDERING FACTORS ON THE IMPLEMENTATION OF CSR

The study highlight several factors hindering CSR initiatives of the local mines in Fetakgomo-Tubatse. These factors are likely to slow the implementation of the CSR and thus the services intended to be implemented through it. The study participants, especially mine officials, have demonstrated how challenges affect CSR implementation. Furthermore, the findings indicate that a poor relationship between mines and the municipality may slow the implementation of CSR. Moreover, the lack of community buy-in on the CSR of the mines plays a huge role in the failure of mines to implement realistic services to the communities. The Conflicts between Magoshi and the Ntunas, or Magoshi itself, are among the most noted hindering factors in the implementation of CSR, as land ownership disputes affect its implementation. Notably, land is the most essential entity for each development to be realised, which means that when there is no common ground within the traditional authority council, CSR cannot be implemented successfully. The study has also established that political interference in the processes of the CSR of the mines remains a stumbling block to the realisation of the implementations. The mines require land for development, and when there are disputes over land ownership or any land-related issues, no development will be realised for the proposed community. These challenges encountered by the CSR in mines result in them mostly failing to implement their CSR to enhance services in the communities of Fetakgomo-Tubatse. The study participants have explained that a good working relationship among all stakeholders can smooth the implementation of CSR and help mines provide realistic services to communities. From the

study, it can be concluded that the municipality and all relevant institutions are encouraging a good relationship, especially within the tribal Authorities, for development to be realistic. These findings are supported by institutional theory, which encourages institutions to provide not only formal support to the mines but also incentive support through joint initiatives to implement CSR projects that will assist communities. The municipality should play a significant role in supporting mines to make contributions on service provisions through CSR

6.3 REFLECTION ON THE STUDY OBJECTIVES

6.3.1 OBJECTIVE ONE

The study explored participants' perceptions of the mining sector's contribution to CSR in enhancing service provision in Fetakgomo-Tubatse. The contribution of the mines through CSR was measured in terms of several services that mines contribute to the communities of Fetakgomo-Tubatse. The study found that, due to limited access to better services, the contribution of mines through CSR initiatives is pivotal in enhancing service provision. The study further stated or confirmed that CSR initiatives play an important role in employment, skills development, and access to education for people in Tubatse, especially young people who benefit from internships and bursaries. Despite the positive contributions of CSR in mines to enhancing service provision, some study participants, including municipal officials and community members of ward 7, hold contradictory views on these contributions. According to some community members, mines are not doing sufficient efforts in addressing service challenges in the areas where mines operate. These feedback messages are supported by the perceived poor access to service provision, which still prevails in Fetakgomo-Tubatse Municipality. Therefore, the mines need to reinforce relationships with all relevant stakeholders, including the local municipality and Makgoshi, to work together to provide the necessary services that will address the community's needs.

6.3.2 OBJECTIVE TWO

One of the aims of the study was to establish the kinds of CSR projects that mines provide to communities and how these projects benefit individuals through the theme. The theme was unpacked by the key informants, including magoshi, ward councillors, municipal officials, community members, and mine officials. Some of the participants have shown that mines have contributed to water and connectivity services, such as Wi-Fi in public facilities, bursaries for deserving Fetakgomo-Tubatse residents who want to pursue mining-related qualifications, and donations of food parcels. The study revealed that while some participants were happy with the services delivered, many complained that mines are doing very little, whereas the mines

have the capacity to provide the best services. The study further, found that the contradictory views are brought about by the difference in beneficiation, as community members recognise CSR initiatives of the mines only when it provides individual benefits in the form of bursaries, Internships and learnerships.. The study found that, through the CSR initiatives, individual benefits remain the most noticeable and recognised by the study participants, especially the community members. One of the highlights of the findings was the disabled community member who was also awarded a bursary by the mine to pursue a tertiary mining qualification. In addition,, the mines are equipping individuals with skills through internships and learnerships in the mines. However, the study established that, although the mines are doing well in capacitating individuals, they lack in terms of providing services that will stimulate community development.

Finally, the study established that mines tends to prioritise individual development rather than community development.

6.3 SUMMARY OF THE FINDINGS

The study sought to explore the contribution of the CSR by the mining sector in enhancing service provision. Notably, the study's findings portray contradictory views: community members stated that mines are not assisting communities with relevant services, but are only providing minor services, yet claim to have done much more. In the same vein, Magoshi also explained how much their communities are struggling with basic services such as water, sanitation, and roads, though they have multiple mines, while mine officials argue that internal conflicts between Magoshi result in delays in CSR projects due to land claims-related issues. Mine officials state that the mine provides real services to communities through CSR, citing the Mapodile library, Steelbridge, and other initiatives, namely scholarships, bursaries, internships, and support to SMMEs. Municipal officials also cited their frustrations and explained that mines are not performing much in terms of CSR, and that mine officials are mostly unreachable when the municipality wants to engage them on workable mechanisms in assist communities while mine officials also complain about the frailer to reach to the municipality officials. Some of the challenges encountered seems to emanate from poor communications, internal conflicts amongst Magoshi and that CSR is described differently and understood different by communities. Despite these contradictions, most community members, ward councillors and mine officials agree on the immense role played by the mines in enhancing services to communities, ranging from personal development, in the form of

bursaries, scholarships, internships and learnerships, to societal welfare, by enhancing roads and providing water to needy villages.

6.4 RECCOMENDATIONS

The study sought to establish the strategies that can be implemented to mitigate the hindering issues on the implementation of CSR initiatives of the mines. Based on the findings drawn from the study, the study recommends the following, as measures of addressing the challenges of CSR of local mines in enhancing service provision at Fetakgomo-Tubatse.

- **RECOMMENDATION FOR THE LOCAL MINES**

Local mines should establish good working relationship with stakeholders. The result of this study shows that mines have poor stakeholder relationship which hinders the implementation of the CSR projects. Thus, it is recommended that mines build a good working relationship with the local municipality, Makgoshi, and the community to address community needs regarding services. A good working relationship will also assist the mines in implementing projects that directly address service delivery for the affected communities. It is further recommended that mines prioritise projects that address the needs of communities rather than those of individuals, in line with guidance from the local municipality and the Kgoshi, who understands the communities' needs. The study also recommends that mines hold community meetings with kgoshi and the community to identify community needs and to gather suggestions for projects that can be implemented to address service delivery challenges encountered by communities.

- **RECCOMENDATIONS FOR KGOSHI**

Internal conflicts resolutions: The study finding showed internal conflicts amongst Magoshi and further between Magoshi and Ntuna. The study established that various CSR projects in Fetakgomo-Tubatse failed due to the non-availability of land for development due to the conflicts between the Magoshi. The study has further noted that some conflicts are caused by Magoshi fighting over boundaries and overlaps of land where the proposed CSR project is supposed to be and, thus resulting in the lodging of land disputes which drags for years and as a result CSR programs failing or left incomplete. It was also noted that, CSR projects fails because Magoshi demand things that are beyond the scope of the mine such as, too much monetary fee to be paid to Kgoshi prior implementation. It is recommended that the Traditional Authorities resolves their internal conflicts in a manner that will not affect development for the societal welfare. It is further recommended that Magoshi or Ntunas should refrain from opting to launch land disputes to distract development whenever they have internal royal matters.

- **RECCOMENDATIONS TO DEPARTMENT OF MINERAL RESOURCES**

Monitoring and Evaluation reinforcement: The study established that one of the factors contributing to mines not implementing CSR initiatives is the Department of Mineral Resources, which fails to monitor and evaluate the progress or failure of mines to adhere to the CSR initiatives. It is recommended that, the Department of Mineral Resources monitor the progress of the mines on the implementation of their CSR initiatives.

- **POLICY RECOMMENDATION**

It is recommended that the mines and the municipality establish policies or by laws that will facilitate the working relationship between the municipality and the mines. The policies or bylaws will assist in strengthening relationships and ensure the establishment of steering committees to facilitate CSR. Additionally, the bylaws should clearly outline the aims and objectives of the committee, the working relationship, and the roles and responsibilities of each stakeholder to ensure that CSR and SLP are implemented equitably and fairly in a sustainable manner. The policies or bylaws should include clauses that bind both parties to work towards the set objectives, and that accountability clauses are also crucial within the bylaws. The accountability clause will be used when CSR or SLP are not delivered as per the initial plan and that will result in activities implemented.

- **RECCOMENDATIONS FOR FUTURE RESEARCH**

The study has utilised a qualitative approach, using semi-structured interviews as a method of data collection, to establish the contributions of CSR in local mines to enhancing service provision in Fetakgomo-Tubatse. During the collection of the data, it was difficult to get an in-depth data due to the qualitative nature of the study. It is recommended that, for future studies, a mixed-methods approach be adopted as a qualitative data collection approach for holistic and broader data collection. The mixed method will assist the researcher to also get qualitative data to measure the contribution of CSR of local mines in enhancing service provision. The study focused on wards 7 and 22 of Fetakgomo-Tubatse municipality, so it is advised that more research be conducted in other wards of the municipality, as the municipality has 26 mines that affect many wards.

6.5 STUDY LIMITATIONS

The study's conclusions were exclusively relevant to the local municipality of Fetakgomo-Tubatse, designated area. The information was not gathered from all rural settlements in the Fetakgomo-Tubatse local municipalities, but was selected through purposive and convenience sampling. Key informants as, mine officials, municipal officials, kgoshi and ward councillors

were selected using purposive sampling because they were considered to have relevant information to the study while community members were selected through convenience sampling. This study selected, only two wards in Fetakgomo-Tubatse to base the conclusions. The results that were gathered are still valid despite the study's limitations. The researcher's capacity to gather data and interpret results prior to the deadline may also be impeded by time and financial constraints. Another drawback was the difficulty in locating the study's main informants (mining forum representatives), since most of them were attending back-to-back meetings with other mine companies during the data collection period.

6.6 CONCLUSION

The study explored the contribution of the Corporate social responsibility by the mining sector in enhancing service provision at Fetakgomo-Tubatse local municipality. Corporate social responsibility implies that all companies have the right and mandate to give back to the communities where they operate. Based on the study's findings, mines played a role in ensuring that services are delivered to communities through CSR in a sustainable manner. However, their contribution is said to be insufficient as many stakeholders or key informants are dissatisfied with CSR initiatives of mines on community development, however little satisfaction shows on the individual benefits of the CSR. The legitimacy theory, as a framework that informs the study, explains the issue of institutions using their capacity and resources to better the lives of others. Mines should adopt the legitimacy theory and ensure that services are given to people in a sustainable manner. Practical experiences were shared concerning CSR of mines in service provision, based on the responses given and explained by the participants that mines are not using their powers and resources to better the lives of the communities. The findings established that municipality has a relationship or agreement with the mines and SLP and CSR it is recommended that an agreement should be drafted then adopted and be interlinked with the municipal IDP. The findings have shown that there is lack of proper communication between mines and all stakeholders and there is a limited number of people who indicated that they benefit from the mines in the study area. It also transpired that political influence is one of the factors that hinders the proper implementation of the CSR initiatives due to conflict over resources and benefits.

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APPENDICES

APPENDIX A: INFORMED CONSENT FORM



I..... agree to participate in the study conducted by Makgeru Beauty Mafeteng, student number 201849474, titled “***The contribution of CSR of local mines in enhancing service provision in Fetakgomo Local Municipality, Limpopo Province***”. I acknowledge that my participation is voluntary, and I am free to withdraw at any point in time without any prejudice to me or my position in the company and or my employment. I am also aware that at no time will my identity be revealed to anyone. Moreover, in the process of the data collection, it would be necessary to use a voice recorder instrument, to ensure that all the information is captured and recorded accordingly. Again, these recordings will only be used for the purpose of this research and not for any other ulterior purposes. If you agree to this interview procedure, please sign to acknowledge your consent to the requirements of the study:

Participant’s signature:Date:

Researcher’s signature: Date.....

Should you have any questions in regard to the research or the content of this letter, please do not hesitate to contact my supervisor at the University of Mpumalanga: Prof Thandeka Sabela (Thandeka.Sabela@ump.ac.za) respectively, for further information.

ANNEXURE B: TRANSLATED INFORMED CONSENT FORM



Nna ke le..... Ke dumela go tsea karolo go dipotsiso tseo di botsisago ke Makgeru Beauty Mafeteng, ka nomoro ya boingwadiso ya sekolo e tsebegago ka 201849474, go dinyakisiso tsa sekolo go hlogo ye ***“Karolo yeo e bapalago ke meepo ka lenanego la bona la go ithapoa go thusa go hlaboola setshaba ka mokgwa wa go isa ditirelo go setshaba sa masepala waFetakgoTubatse ”***.ke tseba gabotse gore go tsea karolo gaka mo go arabeng dipotsiso ke ga boithapo ,le gore nka kgona go detola kgopolo gore ake sa nyaka go ba go dumela go ba karolo ya go araba dipotsiso.Ke dumela gape gore ke hlaoloseditwe gore go araba dipotsiso gaka a gore gore ke swantse go tlo fiwa mosomo goba gona maemo.Ke dumela gape gore ke tshepisiswe gore leina laka le ka se botsiwe batho go ra gore ke tlo araba dipotsiso njale ka tlhoka ina.Go tshepiswa gape gore ka anko ya go kgobokanya dikarabo go tlo somisiwa kgathiso ya mantsu efela kgatiso yeo e tlo somiswa feela go phetha modiro wa sekolo e sego mabaka a mangwe.Ge ele gore o dumelelana le taba tse ka moka di hlaolositswego ka tshepidiso ya go araba dipotsiso o kgopela go tsea kano ka go tlatsa pampiri ye ka maina a lena .

Mosaeno wa motsea karolo:Letsatsi:

Mosaeno wa monyakisisi: Letsatsi

Ge le ka ba le dipotsiso goba go nyaka go tseba se sengwe ka dinyakisiso tse tsa sekolo,le ka e kgomaganya le ba University of Mpumalanga: Moprofesa Thandeka Sabela (Thandeka.Sabela@ump.ac.za) ka boikokobetso go tseba tse ntshi.

ANNEXURE C: RESEARCH INTERVIEW GUIDE FOR KGOSHI



The Contribution of Mining's Corporate Social Responsibility (CSR) Towards Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.

1. Would you share with me how the area is supported by the local mines in terms of service delivery?
2. How is the community participating in the delivery of services by the local mines?
3. Is the local leadership consulted about services provided? Would you share with me, how?
4. What is the role of Kgoshi in ensuring that the mines are assisting communities with services?
5. Which services do you wish mines can offer to enhance service delivery to your community?
6. What challenges are experienced concerning working with the mines in service delivery?
7. Would you share with me whether Kgoshi is satisfied with the services provided? Tell me more?
8. Are there any agreements about the operations and social corporate responsibility?
9. Is Kgoshi satisfied with the agreements, if there are any? Tell me more?
10. What else would you share with me about social responsibility and the mining sector in relation to service delivery?
11. What kind of services have been provisioned by the mine/s that are operating in your jurisdiction? Can you tell me more about the delivery of services?

Thank you for your participation !!!!!!!!!!!!!!!

ANNEXURE D: RESEARCH INTERVIEW GUIDE FOR KGOSHI



The Contribution of Mining's Corporate Social Responsibility (CSR) Towards Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.

- 1.Oka nyetlelana le nna gore ekaba lefelo la lena le thuswa bjang ke moepo wa kgauswi ge go etla tabeng ya ditirelo?
- 2.Ekaba setshaba sa motse wa lena se raloka tema efeng tabeng ya ditirelo tseo di swantseng di tlise ke meepo ya kgauswi le lena?
- 3.Ekaba baetapele ba fao moepo o lego gona ,ba bolediswa mabapi le ditirelo tseo moepo o tlago go di dira motseng wa lena?le ka nyetlelana le nna gore gore taba ya gona e sepela bjang?
- 4.Ekaba dikgosi di raloka tema efeng go kgonthisisa gore meepo e tlisa ditirelo fao nageng goba motseng owe ba berekelago gona?
- 5.Ekaba ke ditirelo dife tseo le dumago gore moepo ole direle tsona motseng/nageng ya lena go kgonthisisa tlihabologo?
- 6.Ke mathatha a mohuta mang ao le kopanago le ona ge le berekisana le moepo go tlisa ditirelo setshabeng?
- 7.Oka nyetlelana le nna gore ekaba kgoshi e ya kgotsofala ka ditirelo tseo di tliswago ke moepo ? le ka nhlaolosetsa go tswe
- 8.Ekaba go ne kwano magareng ga tshepidiso le ditirelo tseo di tlisang ke

Ke a leboga !!!!!!!

ANNEXURE E: RESEARCH INTERVIEW GUIDE FOR WARD COUNCILLORS



The Contribution of Mining's Corporate Social Responsibility (CSR) Towards Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.

1. From which ward are you from?
2. Do you know what CSR of local mines is? Briefly explain
3. What is your role between the mines and the community where you are serving in ensuring that mines provides services to the community? Briefly explain
4. What kind of services have been provisioned by the CSR of local mines in your ward?
5. Are you satisfied with the progress of service delivery provision of the CSR of the mines in your area.

Thank you for your participation !!!!!

**ANNEXURE F: RESEARCH INTERVIEW GUIDE FOR MUNICIPAL OFFICIALS
(LED OFFICE)**



**The Contribution of Mining's Corporate Social Responsibility (CSR) Towards
Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.**

1. Is the local municipality working with the local mines in service delivery?
2. Please share with me how the municipality is working with the local mines in service delivery?
3. Is there any agreement concerning CSR? Please tell me more?
4. What services are provided by the local mines to the people
5. How is the municipality working with the local mines in service delivery?
6. Are there any challenges experienced? Please tell me more
7. What can be done to ensure the sustainability of the CSR of mines?
8. Would you say the CSR is providing efficient services to the people? Briefly explain
9. Is there any role played by the municipality on the CSR of local mines? Please tell me more?
10. What else would you like to share with me concerning CSR and service delivery

Thank you for your participation!!!!

ANNEXURE G: RESEARCH INTERVIEW GUIDE FOR COMMUNITY MEMBERS



The Contribution of Mining's Corporate Social Responsibility (CSR) Towards Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.

1. How old are you and from which ward are you from
2. What is your perception in regard to the CSR of local mines?
3. Do you think the mines through their CSR are contributing sufficiently to service provision?
4. What is the status quo of service delivery in your area?
- 4 How have you benefitted from the CSR of the mines ?
5. what can be done by the mines to ensure that CSR provides necessary services to communities ?

Thank you for your participation !!!!!!!!!!!!!!!!!!!!!!!

ANNEXURE H: RESEARCH INTERVIEW GUIDE FOR MINE OFFICIALS



The Contribution of Mining's Corporate Social Responsibility (CSR) Towards Enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province.

1. From which mine are you from?
2. Does your mine provide CSR projects to communities?
3. What kind of services is your mine providing through CSR?
4. Are there any CSR projects that have already been implemented? If any justify...
5. What kind of relationship are you having with the relevant stakeholders municipality?
Justify
6. Do you encounter challenges during the implementation of CSR ?justify

Thanks for your participation!!!!!!!!!!!!!!

ANNEXURE I: ETHICAL CLEARENCE (THE UNIVERSITY OF MPUMALANGA)

Research Ethics Clearance Letter

UMP



UNIVERSITY OF
MPUMALANGA

Creating Opportunities

Office 206, Building 4, C/o R40 & D725, Private Bag X11283, Riverside Mbombela South Africa 1200.
Website: www.ump.ac.za | Tel: (013) 002 0196 | Email: Estelle.Boshoff@ump.ac.za

RESEARCH ETHICS CLEARANCE LETTER

Ref: UMP/Makgeru/MDev/2023

Date: 27 March 2023

Name of Researcher: Beauty Mafeteng Makgeru

Student number: 201849747

Supervisor: Prof P.T Sabela

School / Department: School of Development Studies

Faculty: Faculty of Economics, Development and Business Sciences

RE: APPROVAL FOR ETHICAL CLEARANCE FOR THE PROJECT:

The efficacy of corporate social responsibility in the mining sector towards enhancing service delivery at Fetakgomo -Tubatse Municipality, Limpopo Province

Reference is made to the above application.

The UMP Research Ethics Committee for Human Sciences has provided conditional ethical clearance for the above-mentioned study, given that the student provide information as requested below:

- A permission letter from the Fetakgomo -Tubatse Municipality must be provided to the UMP Research Ethics Committee, indicating that the researcher is allowed to conduct the research.
- A permission letter from the mining company must be provided to the UMP Research Ethics Committee, indicating that the researcher is allowed to conduct the research.
- Please indicate in your Consent Form that the interviews will be recorded.

A handwritten signature in blue ink, appearing to read 'EB'.

Prof Estelle Boshoff

Chairperson: University of Mpumalanga's Research Ethics Committee.

ANNEXURE J: GATE KEEPER LETTER



FETAKGOMO TUBATSE LOCAL MUNICIPALITY

Enquiries: Komane TT (013)231-1000

13th October 2023

Ms Makgeru Beauty Mafeteng
Student No: 2018 4974 7
University of Mpumalanga

Dear Ms Makgeru-B.M

RE: REQUEST PERMISSION TO CONDUCT RESEARCH STUDY, TITLED: THE EFFICACY OF CORPORATE SOCIAL RESPONSIBILITY IN THE MINING SECTOR TOWARDS ENHANCING SERVICE DELIVERY AT FETAKGOMO TUBATSE LOCAL MUNICIPALITY, LIMPOPO PROVINCE.

The above matter bears reference

The Municipality hereby acknowledges receipt of your email(s) dated 10th October 2023, for the request to conduct a research study for the purposes of fulfilling your academic requirements.

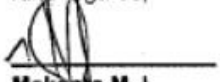
Therefore, your request for permission to conduct study research within the municipality has been approved, for the purposes of finalizing your Masters Qualification in Development Studies at University of Mpumalanga. Your study research will be based on research title, *The efficacy of corporate social responsibility in the mining sector towards enhancing service at Fetakgomo Tubatse Local Municipality, Limpopo Province.*

The municipal contact department will be Corporate and Shared Services (HRM&D Unit) to be contacted on 013 231 1000 or any department within the municipality depending on the requirements of your academic research.

It is further requested that the Municipality be provided with a copy of the study conducted for future reference purposes.

Hoping that the information contained in this letter is sufficient.

Kind regards,


Makgata M.J
Municipal Manager

2023/10/16
Date

HEAD OFFICE

Thabakeng Street 1 P.O. Box 206, Tlokgeng, 1150
Tel: +27 (0) 13 231 1000 Fax: +27 (0) 13 231 1000

REGIONAL OFFICE

Stand No. 1, Mphahlele, Co-Medunsa, P.O. Box 818, Jhepi, 0235
Tel: +27 (0) 22 890001 Fax: +27 (0) 22 890006

ANNEXURE K: EDITOR CERTIFICATE



ACADEMIC EDITOR

Cynthia Rakale: Academic Editor
084 429 5670 | rakale.cynthia33@gmail.com

ACADEMIC EDITING CERTIFICATE

Name: Cynthia CN Rakale: Academic Editor
Address: 30 Tom Lawrence Street
1241
White River

I certify that I am a qualified Academic Editor and provide the following services:

Editing:

- The Table of Contents
- Copy and stylist
- Structural and
- Reference list

I provided the abovementioned editing services to:

Name: Makgeru Beauty Mafeteng

Student No.: 201849747

Institution: University of Mpumalanga

Thesis: **Exploring the Contribution of Corporate Social Responsibility by the Mining Sector on Service Delivery in Fetakgomo Local Municipality**

Date completed: 20 December 2025

Signed:

Date: 20/12/2025

Cynthia CN Rakale

Professional Editors' Guild (PEG) No.: 327545

Not VAT registered

ANNEXURE L : PLAGIARISM REPORT

MDev Thesis

ORIGINALITY REPORT

7 %	5 %	5 %	3 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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3	Thobejane, Matsebe Jerry. "An Assessment of the Role of the Local Structures in Development in the Sekhukhune District Municipality of the Limpopo Province", University of South Africa (South Africa) Publication	<1 %
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