CSR IN SOUTH AFRICA MINING SECTOR

Dissertação apresentada à Escola Brasileira de Administração Pública e de Empresas para obtenção do grau de Mestre

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Rio de Janeiro - 2015
Evaluating differences in Corporate Social Responsibility strategies and frameworks, implemented by old mines in olden days 1980s and modern mines in modern days 2000s in South Africa’s mining industry.

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DEDICATION

This thesis is dedicated to God and to my family, for their role in ensuring its realization.

God

Thank you for affording me the opportunity to be part of this prestigious and enriching programme; the exposure; eye opening experience and giving me the ability to complete my Thesis

My Daughters

Thank you for being my inspiration and giving me strength to complete my Thesis

My parents and extended family

Thank you for your continuous support and encouragement throughout this challenging and yet enriching task

My Partner

Thank you for your support, encouragement and motivation throughout my research and Thesis

Professor Mario Pinto

Thank you for coaching and mentoring me and your input and suggestions throughout my research and completion of my thesis
Abstract

There are distinct ways in which mining companies in South Africa operate today that are different from the operations three decades ago. Companies have grown in proportion, and the extension of the businesses is directly proportional to the mining activities hence the ultimate prize of degradation and related challenges has to be faced.

There is increasing need to understand the relationship between corporate social responsibility and company returns. Both the opponents and proponents of CSR argue their case through convincing arguments presented here concerning the subject as brought out in this discussion.

The immediate stakeholders of any company are the consumers, and they form a critical component of the company's operations. A study of the evolution of CSR strategies is critical; as brought out in the discussion of CSR strategies employed three decades ago with what is done today.

This thesis strives to assess the understanding and perception of CSR in the 1980's and draws the comparison with how it is perceived today.
Introduction

Responsible corporate citizenship is increasingly becoming a significant component in the management of companies today. There has been an increasing demand to ensure that they comply with the basic demands of the communities and conduct their business in a manner that minimizes the negative impacts on the environment and the communities.

Traditionally, mining companies in South Africa have been characterized by operating in a given region without any care of the social aspects of the community. The companies engaging in the mining activities exploit the land in the pursuit for extractive ores, dump wastes, expose hazardous ores and related components in the open, dump wastes in water sources and generally disrupt the ecosystem.

The companies finally exit the scene after fully exploiting and exhausting the economic value of the commonwealth. The community is not just left with the lack of economic value in terms of the minerals derived; environmental issues may accompany the trend. The full exploitation leads to the deprivation of the economic potential of the region. Strategic plans guide Companies' operations in most instances. There has been a rising need to incorporate policies and measures whose aim is to compensate the negative impacts that the companies have had in their operations by improved contribution to the immediate societies.
Corporate social responsibility is achieved through activities conducted for the well-being of the society that are beyond the company’s immediate needs collectively forming the corporate social responsibility initiatives. CSR is widely adopted as a way the companies employs to respond to the critical stakeholders’ needs and maximizing positive impacts which ultimately has the profound effect on the profitability of a corporation.

**Figure 2.1 The pyramid of corporate social responsibility**

- **Voluntary responsibilities**
  - Be a good corporate citizen
  - Philanthropy, contribute resources to the community; improve quality of life

- **Ethical responsibilities**
  - Be ethical
  - Obligation to do what is right, just, and fair
  - Avoid harm

- **Legal responsibilities**
  - Obey the law
  - Law is society’s condition of right and wrong.
  - Play by the rules of the game

- **Economic responsibilities**
  - Be profitable
  - The foundation upon which all others rest

*Source: Adapted from: Bateman & Snell (1999:165).*
In the same context, there is the greater need for mining companies to initiate continued improvements to their operations while at the same time aiming towards sustainable development with the ultimate goal of enhancing shareholder value. The chief stakeholder in the mining industry may be seen as the communities who directly own the land or the general community around the mines that provide critical resources such as labor to the mines.

Jenkins & Obara (2006) in their paper, "Corporate Social Responsibility (CSR) in the mining industry - the risk of community dependency" discusses the interlink between companies in the mining sector and their customers and argues that inasmuch as the relationship has to be maintained, a proper mechanism has to be adopted to avoid dependence.

The ultimate objectives of CSR initiatives in this regard are to align the company's goals and practices with sustainable development. The final result was the guarantee of the continued good reputation of the business that is critical to the continued fortunes of the company.

For a long time, there has been the argument of whether companies should initiate corporate social responsibility initiatives or not. The role of CSR in both the businesses and the immediate communities has been the issue for scrutiny (Jenkins & Obara 2006).
The study and application of CSR are of critical significance to the development of the coexistence and other mutual regards. The fundamental question is: do companies contribute adequately to the sustainable development of the immediate communities?

In the present times, it is hard to estimate the impact of corporate social responsibility on the communities. There has been a sustained debate as to whether companies should adopt CSR in their operations or not. All perspectives point to the fact that the consumer well receives the initiatives and that they are in the stakeholders' interests. The consumers appreciate the caring gesture advanced in the form of CSR initiatives, and this is instrumental in building better customer relations.

The need for corporate social responsibility is influenced by the need for companies to understand the behaviors of their customers. As noted, the communities around the environment and the customers form the chief stakeholders of the companies. Customers will hence tend to endear themselves with the companies that appreciate. CSR comes into play to distinguish companies in the context of how best their corporate social responsibility initiatives are implemented. In this regard, concerning CSR, the question is no longer directed to whether companies should invest a portion of their income to CSR or not; but to how should companies best participate in communities in terms of viable initiatives. It is no longer optional for companies to avoid taking part in CSR. Companies are expected to increasingly show their participation in CSR through practicable means.
According to "The Mining, Minerals, and Sustainable Development Project" (MMSD) report titled:

'Breaking New Ground' (2002), the authors describes some three different categories of the various communities and that they are categorized as occupational types, residential communities, and indigenous communities. In this context, the professional communities are defined as households or families who solely depend on mining for their livelihood. Residential communities comprise of those who reside in the immediate neighborhood and who could have lived in the area for a long time into the past or those who moved in recently. The final category is the indigenous communities.

The selection of the thematic area was based on the impacts that mining companies have on the immediate environment that has forced them into conflict with the local authorities and communities. The assessment of the injection of CSR initiatives gives a clear understanding of the impact and mirrors the companies’ resolve to involve in more sustainable projects for the immediate communities.

This thesis discusses corporate citizenry in the context of mining in South Africa. The subject has evolved in both meaning and significance in the region over the years as
influenced by various factors in the wider nation. The economic, social and environmental significance of mining activities to the country makes corporate social responsibility an indispensable component of the companies. The concept gained greater adoption in the 1980’s, and it was attained in the means of various frameworks. This thesis aims to compare the frameworks used by companies in the 1980s with the frameworks currently in use today in order to draw meaningful conclusions.

The development of corporate social responsibility frameworks realized from the study gives a critical insight in how best to implement future initiatives for the wellbeing of the community.

**Justification**

There have been various CSR frameworks adopted by different companies for the past 30 years. It is critical to study them and understand their impact and their overall significance both to the companies and to the communities.

There have been many companies engaging in or showing interest in the mining sector in South Africa. At the same instance, there has been the need to assess the level of engagement with the local communities. Companies should show proof that they have the interests of all the stakeholders at heart; and that their operations are not driven by profits only. This has influenced the need to assess the methods and ways in which different companies have used to show proof of taking part in CSR initiatives.
Over time, companies have come under fire for poor treatment of the workers, poor working and living conditions for the mine workers, poor wages, and related bad impressions. The result is the risk posed to the company’s fortunes and the risk to face censure. There has been growing human rights campaign urging companies to provide better conditions for the staff and the community who for a significant portion of the overall stakeholders. All the efforts adopted may be seen to constitute corporate social responsibility initiatives as they address the stakeholders' needs directly. Inasmuch as the companies have strived to ensure that the objectives are met, there is room for improvement. The study of the consistent growth in CSR initiatives among companies from the 1980s to present ascertains this as true.

It is critical to appreciate the finiteness of the mining industry and the results, mostly negative, which remains after the conclusion of the mining activities. The role of companies in ensuring that the negative impacts are reduced and that there is lesser environmental and social damage at the end of the mining activities has been a critical subject over the years.

The mining industry is the chief revenue earner in South Africa and a key contributor to the economic position of the country. The industry overly employs a large number of people and in the same instance have a lot of direct social, economic and environmental impacts. It is critical to appreciate the overall CSR strategies employed in the mining sector and the differences in the frameworks adopted in the 1980’s and
Mining in South Africa

today. An explicit comparison gives a clear picture on how the companies value CSR and the overall significance.

The relationship between the older times of the mining industry and the current times in the context of CSR brings to question the actual value derived from CSR initiatives adopted and the level of the benefit to either side. The question of whether CSR is pursued the economic advantage of the companies or if there has been a focus on ethical and moral aspects pertaining mining is one of the most argued CSR is increasingly becoming the link between then companies and the stakeholders and a signal towards sustainability.

The concept of sustainability, as seen, is at the cornerstone of CSR. Companies should aim at leaving the communities in a better position to face the future. The past three decades have seen companies move from non-association with the society to the present association. The evolution is of great significance to this thesis. This thesis advocates the role of CSR in ensuring the sustainability of the community as a whole.

Purpose of research

The various components that influenced this study could be narrowed down to the latest rise in CSR initiatives spearheaded by different companies. As much as they can be seen as a cover-up of the high public pressure resulting from the adverse social and environmental impacts of their operations, CSR interventions have been instrumental
and indispensable in the current business environment. Most companies in a wide array of industries often fail to take into consideration proper working conditions or have an adverse impact on the immediate communities or the environment. In the same context, different companies have shied from adopting CSR as part and parcel of their business establishments. The failure has resulted in lesser social concern and interest hence no contribution to the immediate communities and stakeholders. In this regard, the companies leave their immediate working environments and the immediate communities in a worse state than they found them. This is because the companies exit after exhausting the minerals and the community may not have an immediate sustainable source of livelihood for many years to come.

The need to study past CSR strategies influenced this study. It is critical to investigate the factors that influenced CSR initiatives in the 1980's conclusively. The present borrows heavily from the past hence the current CSR initiatives can be inferred to the past. The development of CSR is of great significance not just to the mining industry but any other business. It is critical to investigate the overall impact of corporate social responsibility initiatives. Comparing the past successes of the initiatives and how they were improved in the future is one of the significant objectives of this study. The current CSR frameworks adopted by various companies have had different degrees of success, and there is need to gauge the strengths and weaknesses of these strategies.
A lack of careful consideration of human rights, labor issues and environmental degradation have been some of the factors that have brought the companies into a near-confrontation with local communities, employees, and organizations.

This research aims at investigating the spirit of CSR and the ultimate impact it has had on communities. The study explores the differences in CSR frameworks adopted in two different times, and the course examines the evolution of CSR frameworks in the mining sector in South Africa. Exploring the economic and ethical positions of CSR is at the backbone of this research. The emphasis on CSR in the mining industry in South Africa is a perfect case study to investigate the extent of mitigation measures put in place by the companies in order to 'conceal' the bad reputations associated with them by endearing themselves to the stakeholders.

The purpose of the research is to draw meaningful comparison between CSR initiatives in the past and the way they compare to those currently undertaken in the modern times. By analyzing different kinds of sources of information and using different methodologies, this research aims at comparing the two times stated and tabulating the results, conclusions, and recommendations. These research further purposes to be the framework for future works in the sub-category given by catalyzing thinking, self-reflection and subsequent change in the way CSR initiatives are done.
Objectives of the study

This study was conceptualized with the end goal being aimed at investigating and comparing the various CSR strategies used by companies today as they compare to how they were used in the olden days of the mines. The appreciation that mining industry has continuously endeavored to invest in CSR initiatives for many years is at the core of this paper; and the need to fully understand the evolution of CSR frameworks in the sector is critical.

The specific objectives are:

- To examine the evolution of CSR initiatives as used by different mining companies in the industry
- To assess the overall impact, both socially and economically, of CSR to the immediate communities
- To investigate how CSR is conceptualized in various literature sources

The general objectives of the study are:

- To investigate the strengths and weaknesses in CSR interventions carried out in the past and present.
- To investigate the relationship between CSR and Apartheid as portrayed in the South African context.

The objectives sum up towards appreciating the significance of corporate social responsibility interventions by different companies in the two times. Investigating on the different influences of the interventions is of critical importance of the study.
CSR being a critical link between the company and the stakeholders have developed over the years as businesses strive to be better corporate citizens.

**Research Design**

There are many well-known strategies utilized in research; chief of which is qualitative and quantitative research. This research is majorly exploratory as it seeks to evaluate various sources and paradigms in the way CSR is perceived and come up with results satisfying the objectives set.

The exploratory approach adopted in this research aims at:

- Giving a detailed understanding of CSR frameworks from the two diverse times stated.
- Comparing the given structures with regards to the times.
- Exploring all the literary information and sources in order fulfill the objectives of the research as stated.

There are various research methodologies used to collect the required information and data for the research. The methods utilized in this thesis were selected due to their significance to giving more understanding of the subject matter.

The approach adopted will employ the use of various methods such as interviews, case study reviews, review of secondary data sources and systematic reviews. The selection of the methods was based on different conditions. The research will evaluate the literary
pieces to build understanding in the notion of CSR and the relationship to the objectives.

Various companies widely adopt the concept of CSR, and there is widespread adoption resulting to the more insightful literature on the subject. The concept is further linked to various other disciplines, and the interrelationship is multidimensional. A systematic review aims at exhaustively analyzing the different literature that is relevant to the concept of the review. Since there is a vast source of information about the concept, a clear synthesis of high-quality material on the subject is imperative and gives a more obvious source of research information.

The research design incorporated in this research is the systematic review of past research information and related pieces of information about CSR development. The particular industry explored is mining in South Africa which is very dynamic and whose implications of CSR have been very implicit. The application of CSR strategies by different companies is reviewed and compared in this research thesis. Mining involves extraction of minerals, and the result is dumping of wastes, labor issues, and related factors.

The study involves in-depth analysis of various corporate social responsibility strategies implemented by different companies. The analysis of the various sources results in a better understanding of the different strategies, with the specific emphasis laid on the
differences between strategies employed during the olden days and the modern days. The evolution of the policies presents a critical insight into the CSR methods which ultimately becomes significant for this study.

The research methodology further entails synthesis of theoretical pieces from the various sources, inclusive of studies by scholars and related groups of people. In the literature synthesis, the research aims to link the notion of CSR as it was understood in the 1980's and the perception it has today.

**Literature review**

The notion of CSR is not well defined and this has led to a lot of misunderstanding of the subject McWilliams, Abagail, and Donald Siegel (2001). Several scholars have attempted to disambiguate the subject including Visser, Wayne (2006). Corporate social responsibility demands that companies engage and invest in projects of general social wellness. Companies' operations are solely dependent on the key stakeholders in the industry who comprise of the customers, the investors, the employees, the suppliers and the community as a whole. CSR remains a critical part of companies' activities in South Africa's mining activities.

This is mainly attributed to the sector's negative perception in the eyes of the immediate communities. CSR remains a relevant topic in the mining industry due to the finiteness of the activities as companies are forced out after depletion of the minerals being
sought. The resulting closure and exit of the companies may leave devastating impacts in the region such as gaping holes and a lack of economic well-being to sustain the immediate communities.

In their paper, 'Corporate Social Responsibility in Mining in Southern Africa: Fair accountability or just greenwash?' Hamann & Kapelus (2004) argue on the need for companies to invest in the sustainable development of the immediate communities majorly due to the finiteness of the mining activities. They argue that businesses should hold themselves accountable for the environmental impacts that they have on the immediate environments and the far-extending damage that result from their activities. While businesses may not effectively hold themselves responsible for the negative impacts of their operations, the investments in CSR are crucial in ensuring that the bad reputation is not noticed; and that the bad activities are to a certain extent compensated.

Accountability is critical to ensure that the communities who are the major stakeholders are not left bare but fully benefit from the companies’ operations even after they exit the scene in the mining industry, corporate social responsibility is a step towards achieving sustainability.

The three dimensions of sustainability all play out in this dispensation. Economic, social and environmental sustainability all play out in the CSR game. The economic facet
demands that companies invest some of the revenue realized for the future development of the immediate communities which ultimately ensures better future for the communities in the region. The investment in local businesses ensures that this objective is achieved. The immediate shareholders, stakeholders, and the community have a role in building the company’s fortunes. In most instances, the companies leave after full exploitation of the required minerals and the community is left to bear the after-effects. The communities deserve an input of the annual turnovers of the respective companies operating in the area.

The social aspect of sustainability aims at positioning the company to play a critical role in the social cohesion of the communities in which the mining corporation operates. The companies have the critical task of ensuring minimal social disruptions in the communities in which the companies works.

CSR in the mining field is solely inclined towards social and environmental orientation. The environmental aspect is a crucial motivator of CSR in the mining sector. The industry is known for its finiteness, and its operations may involve adverse environmental degradation. The open gaping holes, the increased earth movements and the general disruption of the structure of the ecosystem are of critical significance to the industry, the stakeholders and the communities at large (van Wyk, Cronjé & van Wyk, 2009). There has been growing need for companies to invest in CSR initiatives
that are aimed at mitigating the environmental impacts and ensure that the adverse effects are reduced.

The pressure by human rights groups and the need to ensure sustainable development in the regions of operations fuels the need for tighter CSR frameworks. The desire to ensure that companies’ operations are not in pursuit of profits only but overall wellness of the stakeholders in general plays a significant role in the continued significance of CSR.

There is the general implication of CSR on the economics of running the particular companies. The emphasis on CSR is a strategy employed to ensure that the companies’ financial obligations are met and achieved.

The idea of CSR is universally adopted and appreciated and this has been one of the increasing pressures on related parties to ensure adoption of the practice elsewhere. The voluntary character of CSR is commonly emphasized in the international scenes due to its many benefits. The European Union identifies CSR as ‘essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment.’ In this instance, companies are encouraged to work towards being CSR-compliant. That is, company should put efforts at responding to stakeholders, minimizing negative impacts, and maximizing positive impacts and that there is the
ultimate positive effect on profits, at least in the medium- to long-term (WBCSD (World Business Council for Sustainable Development, 2000).

The International Council on Mining commits her member states to continuously invest in sustained improvements in policy and practice in the ultimate bid of contributing positively towards shareholder’s value. The insistence on the three sides of CSR: the shareholder, the stakeholder, and the community are critical to attaining a more inclusive company culture that ultimately influences the fortunes of the company.

Importance of CSR to mining companies

The companies achieve a competitive advantage. Community engagements and initiatives are a critical tool in aiding companies in getting concessions as their overall impression implies that they are socially responsible. This is an essential tool to enlarge the position occupied by the particular niche or region.

Stability of the companies is solely dependent on the relationship it has with the stakeholder. CSR initiatives are critical to businesses that pursue to establish a conducive working environment. They are means of enticing the community to allow the company to thrive without further hiccups while at the same time ensuring better financial performance.
Managing external impressions and ensuring a sustained good reputation. Public relations are critical to companies and in the same context CSR becomes indispensable. Employee satisfaction is also a substantial result of CSR.

South Africa exports one of the largest volumes of minerals in the world. The industry is of great significance to the country's social, economic and cultural reasons. South Africa is the largest exporter of gold, platinum, manganese and chromium, and these minerals account for over 50% of the total exports from the country. The industry contributes a significant portion of the overall gross domestic product and directly provides employment opportunity for millions of South Africans.

The mining industry in South Africa is one of the largest and most complex in the world due to the various factors that come into play in the country. The industry cannot be viewed independently of the country's political strides especially the apartheid era. The contribution of the industry to the position of the country is in the context of employment opportunities created, the value of the revenue realized from exports, infrastructural development in the regions of operations among many others. In the same context, the industry is under fire for various adverse impacts that the industry has had on the use of land. These includes environmental pollution and degradation, improper dumping of wastes, mine closure and exits, degradation of terrestrial and related resources, interference with the local communities’ cultures and the traditional lifestyles.
As the mining industry in South Africa is closely interwoven with post-apartheid developments, the industry has remained one of the most disruptive and the growth of the industry is associated with a concerted effort to make the working conditions better and make the companies more socially-responsible.

**Methodology**

As stated previously, there are various methods adopted to accomplish the dissection and synthesis aspects of the thesis. Data was gathered from a variety of primary and secondary sources. A variety of qualitative research methods were used to test the research hypothesis. They included interviewing, observing, and document analysis were employed.

In order to obtain a good cross-section of points of view, interviews were conducted with select categories of people such as local communities and NGO leaders who held differing views and opinions about the CSR initiatives in the country. Similarly, interviews were conducted with project participants who were enthusiastic about the plans and who had an overall positive view of the level of CSR in the country. Interviews were critical in getting both quantitative and qualitative data concerning the information. The number of sample size targeted was 250 participants keenly selected from the population. The selection criterion is outlined below.
Use of questionnaires was widely adopted and complemented the interviews.

The questionnaires administered were divided into two parts, the first section gave the interviews to select from the given optional and was critical in getting quantitative information concerning the CSR strategies in the country. The second section allowed the interviewees to fill in the blanks to answer the questions due. The aim was to get more accurate data that was qualitative in nature and which was necessary for evaluating the findings.

Additional primary data was gathered through observation and informal conversations with project participants during site visits. These sources of primary data played a key role in information gathering.

The field of corporate social responsibility has been growing in popularity over the years. The overall result is that it has been widely researched, and there is a broad range of information concerning the field online and offline. Analysis of the publications, research papers and journals provide a critical source of primary data.

A critical literature review of the books stated above resulted in more accurate information that is essential to the thematic area under study. Critical analysis and sifting of the sources was of great necessity in a bid to remain with the most appropriate content only.
Secondary information was obtained from census data, company reports, NGO publications, and studies published by local researchers and universities. Information provided by secondary sources served to triangulate the data gathered from interviews and site visits, as well as to augment the literature review.

Case studies provide one of the most pertinent perspectives of the theme. Comparing two case studies was necessary to attain the objectives of the study. One case study relating to corporate social responsibility and the frameworks used in 1980’s and the other case study describing the concept in 2000’s were analyzed and reviewed in the investigation. Case studies provide a means to draw a comparison of the various approaches and ultimately become the backbone of this synthesis. Following the compilation and thorough analysis of both primary and secondary data, some conclusions were formed about whether companies' the role of CSR over the years is indispensable.

**Analysis of results**

Data documentation was of immense significance in the structuring of the study. Primary data was analyzed using various approaches based on the type of data and the mode of collection. Observations were well documented. The interviews were analyzed and both quantitative and qualitative data extracted. Questionnaire data was obtained, and the adoption of the appropriate statistical tool was critical.
There are various analytical tools distributed by different vendors and that have their pros and cons. In the instance of this study, SPSS software was used, and the choice was influenced by various reasons.

- SPSS is open-source. The tool can be used without many restrictions, and it is widely available.
- The tool is compatible with different system configurations. The universality of the tool makes it appropriate as there are lesser restrictions as compared to other related tools.
- SPSS is powerful and easy to use. The power is harnessed in the form of the broad range of applications that it can perform efficiently.

As stated elsewhere in this thesis, the analysis of secondary sources was insightful in understanding data about mining activities especially in the 1980's where other methods may not have been feasible.

Findings

The pie chart represents the findings of the perceptions of the concept by the people.
implementation of CSR by different companies since 1980's: the overall perceptions. (QUESTIONNAIRE)

18.18%  CSR has not been satisfactory
81.82%  CSR has been successfully implemented by the companies

The graph below is a representation of the findings on the evolution of CSR. The results demonstrate that CSR implementation by different companies since 1980 has been successful overall with 81.82% data practicing CSR. On the other hand, 18.18% indicate the implementation has not been successful.
The evolution of the perception of CSR between 1980 and 2002: according to the data analyzed

The table below also shows similar findings

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The tables below also give a similar report depicting CSR evolution and implementation since the 1980s to 2002. The discussion section below explains more.

**Discussion**

There was much development of the general notion of corporate social responsibility in the 1980s. It was during the same time that the link between corporate social responsibility and company profitability was drawn. The findings indicate an unclear image of the CSR frameworks employed in the 1980s.

This is mostly attributed to the fact that the industry was young and still developing. The literature studied illustrates more of the information about the image and attributed everything to the immediate political situation in the country. In this regard, it is hard to disentangle CSR initiatives utilized or adopted by the companies from the immediate political situation.
In the modern times, the findings find a more informed understanding of the notion of corporate social responsibility as attributed to the vast amount of information available concerning the topic. The various frameworks adopted by companies in the mining sector were majorly aimed at minimizing the negative perceptions and ensuring brand vibrancy.

It is noteworthy appreciating the fact that the needs or circumstances that influenced corporate social responsibility initiatives in the 1980's were slightly different from the instances that affected the same in the modern times.

**CSR in 1980's**

In the South African context, CSR initiatives are seen to be more visible in the modern times. However, the initiatives have been part and parcel of the mining industry all along its development. Companies have strived to provide incentives and participate in similar activities which world fit the modern day definition of corporate social responsibility. All the efforts which can be seen to be geared towards fulfilling public interest can be categorized as CSR.

As per the said definition, several companies were noted to participate in philanthropic activities or developmental initiatives. Some of the companies went an extra step to take part in the clamor for political independence in the country. In 1976, Anglo American, the largest mining company in South Africa led the rest of the companies in the
establishment of the Urban Foundation which pioneered urban development initiatives. Inasmuch as the efforts were attributed to self-preservation in the long run. They served a critical portion in the development initiatives at the moment.

As seen, social investments such as the Urban Foundation formed a critical foundation in the delivery of CSR at the moment. The era's company's felt the urge to protect their interests by extending a philanthropic hand and in the long run had satisfying output.

In the late 1980s and early 1990s, there was the clamor to integrate the social and environmental concerns into the business entities of the companies. The movement that ensued was called the SHE-movement (safety, health and environment).

The movement was fueled by the need to ensure that standards were maintained in the delivery of services and that both the environment and the stakeholders were protected from the hazards of the environment. The key achievement of the movement was that companies made public their health details, there was improved interest in protecting the environment and the health of the individuals and that the companies made a step towards achieving international standards certifications.

Corporate social responsibility initiatives in this era were seen as donations for the wellbeing of the community. They were further influenced by the need to silence
local resentment to the operations of the companies due to their negative effects of pollution and the contribution of the companies towards the growing informal sector. Lack of means to control the growing informal sector was the direct cause of the whole lot of resentments as the companies were greedy for profits at the expense of the community.

In the South African context, what was most substantial was a company’s contribution to social needs such as health care and education. There are critical aspects that determined the extent of CSR in the country. Firstly, the country was at a crucial stage politically, and there is inadequate evidence to support the existence of extensive CSR initiatives in the country. The country was nearing towards attainment of independence, and the mining business was at a critical stage.

The previous apartheid regime was characterized by oppression and a lack of fundamental freedoms. The reliance on labor meant that the industry would be affected immensely by the change in power.

In the same regard, the mining sector experienced various challenges that would have had devastating consequences if not properly addressed despite the political situation in the country. Poverty, employment, poor working conditions, wages among others. South Africa contains some of the most unequal cities in the world. South Africa has one of the highest Gini coefficients in the world which is estimated at 0.62.40. The Gini
coefficient measures economic disparities of a society where a ratio of 0 indicates that everyone in the country has given equal income, and a factor of 1 indicates that all the income goes to one person.

Thus, while South Africa has arguably the most developed democracy in Africa, it also has the most economic inequality. The difference in the social status in the country is highly correlated with race, stemming from the complete restrictions of apartheid.

As stated, there was no apparent existence of much corporate social responsibility at this space in time. In a 2005 report, Trialogue, a South African company that specializes in publishing works on good corporate citizenship and corporate social investment in South Africa, identified thirteen areas that CSR was significant in handling in South Africa:

Black ownership and control
The state’s directive that the local companies must at least be 26% owned by the local black community is seen as a critical CSR step that was to go ahead to minimize the many strikes and labor issues. Giving the locals a stake in ownership and decision making was critical to ensuring that they’re run in an acceptable way. The measure further ensures that a section of the company’s revenue goes directly in the hands of the local communities which in itself is empowerment.
One of the major drawbacks of the previous Apartheid regime was the total exclusion of the black community in the management of affairs, acquisition of skills, financial empowerment and education. This led to general backwardness in the management of every day affairs in the country. As the era drew to an end, there was the general need for the local communities to be empowered in all facets; leading to the adoption of various policies to enforce it.

**Corporate governance and ethics**

The need to adopt measures to ensure that the companies operate in a manner that protects all the ethics required.

**Employee equity**

One of the drawbacks of the previous regime was a general lack of employment among the local communities. The overall lack of adequate schooling reduced the locals to doing menial jobs in the mines which reduced them to lower levels of the economy. CSR initiatives aimed at increasing the number of people empowered economically were encouraged towards the end of the era. CSR approaches by companies ensured that the community could draw an income hence lead to empowerment.
Employee relations and support
There was general poor employee relationship during the previous regime as blacks were not treated as equals to the whites. The end of the regime meant that CSR initiatives had to focus more on the way the blacks were treated at the work place.

Employee skills development
At the time, it was critical to focus CSR initiatives towards empowering the workers, sharpening of skills and the general employee development.

Health and safety
Health of the workers was a critical component of CSR interventions; this was chiefly influenced by the bad conditions in which they worked which put the workers at risk of contracting various infections.

HIV and AIDS
As discussed elsewhere in this report, the working and living conditions of the workers influenced the spread of HIV/AIDS and straining of family ties due to the nature of the job. This lead to widespread promiscuity and prostitution which ultimately fueled the spread of HIV/AIDS in the mines. It became critical for the mining companies to converge their CSR efforts towards eradication of the health condition which threatened to reduce the number of the mine workers and add on the overall operation costs.
Others were:

- Preferential procurement and enterprise support
- Supply chain compliance
- Product development
- Marketplace stewardship
- Corporate social investment
- Environmental impact of operations

However, the specific factors influencing the state of mining in the country at the moment are critical guides to the kind of CSR available or desired. The immediate approach adopted was majorly aimed at mitigating human suffering during the provision of labor.

The mines being one of the largest employers were prone to humanitarian crises such as inadequate housing and amenities, lack of family ties and related attributes, prostitution and pollution were the immediate concerns and which the management did not give immediate solution to.

During South Africa's transition to democracy, two significant trends were seen in the mining industry, both affecting CSR in the industry. The first trend is as South Africa's capital markets were reintegrated with international markets, mining companies experienced increasing pressures to meet international expectations. Most of the large mining companies started to be listed in one of the main stock exchanges, especially London. As expectations increased internationally, policies changed locally.
CSR in the modern times

The modern times implies a more developed industry and not just a broader array of issues but also need to be more responsive to the industry's dynamics. The frameworks adopted are still centered around making the brand to appear socially-responsible by mitigating on the impact of negative perceptions as discussed above.

As part of bringing mining returns to the area of operations and integrating into the local communities' wellbeing, the mining companies strive towards providing financial or related type of compensation for the loss of land, housing and livelihoods. The various community involvement initiatives that mining companies have adopted comprise of:

- Investment in the Infrastructure improvements of the Commonwealth. This goal has been realized chiefly through construction or access roads, establishment of bridges, footpaths,

- Direct input in community Health Initiatives which has been accomplished through the offering of health-related services to employees and their families. The establishment of hospitals and dispensary and the subsequent steps of equipping the same hospitals for the overall good of the community is a core driver of the regular mechanisms.

- An emphasis on involvement in community foundations by dedicating a from the company's coffers to be utilized for social investment reasons; and which can
also attract the support of external donors. Social investments play a crucial role in expanding the companies' objectives while endearing themselves to the stakeholders.

- Interest in Micro-credit finance schemes. These facilities serve the general purpose of enabling community empowerment as the loans advanced may be used to establish micro job opportunities, expand small and medium-sized enterprises, may be used for education and healthcare, and any other useful and sustainable activity which aims at safeguarding the community's future.

The King's Report on Corporate Governance was adopted as the benchmark for corporate social responsibility practices and came into effect to ensure that the companies' developed more socially responsible practices in their operations.

The adoption of the King's Report on Corporate Governance in South Africa is a significant step towards ensuring adoption of more socially-responsible behaviors and practices by the companies. Though mostly voluntary, the policy is mandatory for all companies listed on the Johannesburg stock exchange and has been a huge stride towards achieving CSR interventions and sustainability in the long run.
The main drawback is the perception that the companies pursue and which has been entrenched in the overall CSR frameworks used. Most companies treat CSR as corporate social investment. The aspect of CSR is thus viewed as having economic value but characterized by philanthropy.

Businesses are gradually adopting strategic CSR programs, but many South African companies still interpret CSR as merely Corporate Social Investment (CSI). Corporate Social Investment is characterized by philanthropic activities that are not necessarily embedded in the company’s core strategy. Initially, companies lacked integration between CSI and their business plans. A common sentiment among mining employees was that:

“The view that CSR is primarily CSI is a result of how things were structured, in the sense that businesses thought that they needed to pay what some people referred to as blood money, but it never needed to be part of the company processes. So to operate, they needed to do some charity work or CSI, but it has never been key to their business strategy.” (Busacca, Madeleine, 2013).

The end of apartheid meant a black majority ran the government, but a white minority still ran the economy. In 1994, the ANC announced its Reconstruction and Development Programme (RDP) to eradicate the long legacy of socioeconomic inequality.
The RDP recognized poverty alleviation and a stronger economy as deeply interrelated and mutually supporting objectives.

The approach addressed some of South Africa's most severe socioeconomic issues such as housing, clean water, electricity, land reform, healthcare, and public works. However, the RDP was criticized by mining companies for being too liberal and void of concrete long-term goals.

Before the South African Constitution was introduced in 1996, the mining sector heavily exploited South Africa's abundant mineral resources. Mining companies, often owned by non-South Africans, would abandon mines without any regard to their environmental damage and social destruction they were leaving behind. It is noteworthy that the mining industry, as opposed to any other industry, is currently taking the lead in CSR initiatives given the inherently unsustainable nature of mineral extraction.

South Africa's mining sector has dominated its economy for so long; not only because of its contribution to South Africa's GDP, but also because of the high percentage of the South African population that is employed by the industry. Mining companies often justified the damage its operations caused, such as disputes over land use, pollution, and the impact of mine closure, with a cost-benefit analysis. Mining companies argued that financial benefits outweighed the social and environmental damage.
Case Study: Rustenburg mines

Rustenburg is a key producer of platinum, chromium and related minerals in the country. The high demand for the minerals extracted has resulted in a surge in mining activities in the area. The mining sector has had a long history of reliance on migrant labor in the extraction of the minerals as seen in other companies. The companies mining the ores in the area hired migrants from Lesotho, Mozambique and the other neighboring countries to provide the necessary labor required in the mines.

The accommodation was a major crisis in the mining fields. The workers were forced to stay in same sex hostels. Like in other places, the hostels were crowded, and access to basic amenities was a major crisis. Industrial actions were a common thing, and the companies relied upon the local authorities to quell the discomforts. The overcrowding hostels implied that the living conditions were poor, and this added up to the already escalating poor compensation problem.

The rapid expansion of the platinum mines increased the number of immigrants in the region which lead to the establishment of informal settlements in the area. The informal settlements were closer to the mines and did not have access to basic amenities like water. The risk posed on their individual health was high and their lifestyles deteriorated.
As stated earlier, companies made some contributions to the communities in form of philanthropy. In the 1990s, these contributions were brought together to form a formal corporate social investment budget to help address some of the perennial problems in the platinum mines. The main focus of the budget established was to address problems such as housing, the HIV/AIDS pandemic, creation of employment opportunities and provision of support to small businesses.

In the long run, however, the overall significance of the budget established cannot be assessed and these could be attributed to the rapid and sustained increase in the need for infrastructural and related development in the area. There are various concerns that give the image as it is on the ground. Some of the concerns include:

Most corporate social investment initiatives adopted in the area are directed towards propaganda. The companies advancing them do so to gain a significant share of the overall impression through spreading propaganda. The situation in the platinum mines provided a ripe ground to do so and this prevented a much-coordinated approach to development in the area.

The trend of providing the CSI benefits towards those who lived closer to the mines was seen as so due to the unclear legal status of the settlements and the residents. The CSI approaches advanced in the region were seen as not addressing the real problem in the area. The companies shied from addressing the root social problems in
the mines, such as the housing problem. In the end, the benefits advanced as part of CSI initiatives were seen as inadequate and could not be sustained.

There has been a general failure by companies to address the core problems that they are in. Most of the problems are directly initiated by the same companies as seen in the case above. Companies in the Rustenburg fuel the growing immigrant numbers in the regions and soon realize that the trend is unsustainable. At the same time, the companies' reliance on same-sex hostels is seen as one of the key instigators of challenges like the spread of the HIV/AIDS pandemic.

In the modern times, however, there has been a concerted effort geared towards minimizing the effects of the already imminent problems. Health and environmental concerns have spearheaded the change. Various companies have geared towards achieving internationally recognized certifications in standards. Health, safety and environment issues have subsequently been entrenched in the day to day running of the companies. The CSI issues continue to exist as a necessary add-on of corporate philanthropy in the said initiatives.

While the government bears the ultimate responsibility of addressing the poor settlement that has been part and parcel of the mines, the companies have realized the need to take part in the same activity. The companies share the responsibility of ensuring that the staffs have better housing. Of late, the companies have strived to
eliminate the single-sex dormitories in the mines due to their many flaws. The over-reliance on the past housing models could not be sustained into the future and the need to change influenced the move. At the same time, companies have strived to invest in better housing for the staff in the region.

There has been the general immigration problem that has brought more harm than good in the platinum mines. To remedy the situation, part of the corporate social investment initiatives advanced have been aimed at ensuring that the local labor took a much higher stake in the regular employment. The push has been influenced by pressure from the government and the local leaders. As a testimony to these initiatives, 99% of the workers in the Bafokeng Rasimone Platinum Mines are from the local community. The attainment of the critical pillar of CSR that entails ensuring that the community was engaged fully in the mining activity through this means has been seen as one of the means of remedying the immigrant problem in the future.

There have been increased community relations and the companies have shown a sustained desire to be part of the immediate communities. The many problems affecting the mines currently can be linked to the companies’ strategy of sidelining the local communities in their operations. The realization that the communities have better understanding of their fundamental social rights especially after the attainment of independence has forced the companies to foster better relationships between them and the immediate communities. The strategy has been spearheaded in the desire to
lower future risks. The realization that a lack of community interest in the companies say through protest marches and strikes could have devastating impacts on their operations.

Government and international incentives have forced the companies to improve on the interest in corporate social responsibility initiatives towards community interests. The expectation from the global trade community is that the companies operate in a manner that respects basic human rights and works to safeguard the same. The initiatives coupled by local legislative enactments have been instrumental in shaping how CSR is administered.

**Conclusion**

While South Africa has made significant strides economically and politically since apartheid formally ended nineteen years ago, and its Constitution was enacted seventeen years ago, the country still faces many social challenges such as poverty, unemployment, and health care.

The development of CSR as seen has been on the steady rise but hasn’t been very effective due to various bottlenecks and the bottlenecks in the country.

Given a growing economy and increases in per capita income since, the decline in poverty since 1994 has been relatively small. Furthermore, the post-apartheid country is still defined by extreme inequality.
The State has played a crucial role in defining and motivating CSR initiatives. However, for CSR to be efficiently executed in South Africa, and especially in the mining industry, businesses’ CSR practices need to emphasize accountability and fairness. Accountability corresponds to identifying and mitigating the impacts of core business practices and integrity focuses on helping the most vulnerable stakeholders.

The many inequalities in the country’s social and political operations are apparent in the mining industry. The inequalities are most recently seen in the August 2012 Marikana miners’ strike at a mine owned Lonmin in Marikana, South Africa. Violence between the South African Police Service, Lonmin security, and the National Union Mineworkers (NUM), and strikers resulted in 44 deaths and at least 78 injuries. Almost of the deaths and injuries were results of a police massacre of striking miners.

While the frameworks were not well developed in the olden days, the era was critical to the overall development of CSR in the country. The mining companies started to gain more consciousness of the impacts of their activities, the staff realized their poor working and living conditions and started seeking for change and the government and the civil society started to see the chance to influence change. The trend ushered in a new era where companies were forced to adopt CSR in their operations. The influence by civil society groups, the government, the community and the mine workers cannot be
underestimated. The modern times have tried to improve the conditions and work on the causes of the strikes through CSR.

The integration of integrity into the internal company culture is directly proportional to the more influence businesses can potentially have not only on the sustainability of the country but also on the country's deeply ingrained social injustices.

**Recommendations**

There have been various institutional developments in the field of mining and the various reforms such as the King's report have been instrumental in guiding the industry to where it has been. The findings of this thesis realized that there has been a steady growth in the need for companies to further entrench CSR initiatives in their works.

It is the view of this report that companies should look at the dynamics of the industry and institute change of regimes. The mines have been a source of the various negative impressions in the public eye such as pollution, damage to the ecosystem, labor issues, and humanitarian crises among others.

The mining companies have done a lot over the years. The CSI strategy adopted recently is one of the ways the companies have taken to become socially responsible. At the same time; however, the mitigation measures have not been sufficient to guarantee reprieve to the society from the effects of the mining activities. The philanthropic giving towards supporting healthcare, infrastructure and education in the
areas of operations has been impressive but inadequate to address the need for CSR in the country.

As discussed in the findings, the mining activities are finite and soon the companies have to leave. The effects of moving may be devastating on the immediate communities. Again, it is hard to guarantee the sustainability of the mining activities beyond depletion; that poses the demand that the companies institute more radical measures aimed at fulfilling the facets sustainable development.

This thesis further recommends that:

- Alignment of mines' CSR programs to government planning structures to ensure that issues considered to be of importance to municipalities are included.

- Empower local communities to engage with mines effectively around CSR issues, and participate meaningfully in the mining activities and associated benefits; this should look ahead to mine closure and not merely focus on the short term while mines are still operational.

- Linked to this point, skills transfer to locals is critical, e.g. business skills needed to run sustainable projects related to the business of mining. Perhaps ongoing investment in business schooling for the youth in these communities should be considered.
➢ Encourage true partnership based on ‘equality’ principles between locals and external entrepreneurs engaging in mining in the areas of operation. Continuous review, monitoring and evaluation of CSR projects need to be considered. However, this may be eased by mining houses moving away from just meeting minimum requirements to being committed to sustainable local socio-economic development and CSR, and showing this by their unwavering support and fully embracing and implementing CSR.

➢ There should be ongoing dialogue between parties are satisfied with processes and, therefore, own whatever decisions that are undertaken in the process.

➢ National government as a key party in policy formulation needs to ‘de-clutter’ the key terms and be specific about what is expected.

➢ The local government should actively create an enabling environment for CSR partnerships to be formed, and also be an active participant in these partnerships.
> Mining houses should always consult and involve government and the communities in the CSR projects.

> Mining houses should understand the relevance of CSR for the business. It should be core to the corporate strategy and not be seen as an 'add-on'/'ad hoc' process. Outsource the management of CSR projects, but not the responsibility.

**Sustainable development**

The whole industry in the country is wholly dependent on the mining sector, and sustainability is hence a critical component in the country. As noted, no mining entity can be sustainable as the industry is finite. However, the mining companies should initiate measures to comply with the National Development Plan’s recommendations on engaging in more sustainable initiatives as part of the CSR.

CSR should go beyond the set paths, that is, it should not just focus on the state industries. CSR can directly influence companies’ fortunes and lower reduce bad impressions. Overly, CSR directly affects the profits by a corporation by endearing them to the immediate stakeholders.

There is particular need to adopt frameworks and policies that will deal with abandoned mines that are left derelict after the accomplishment of mining activities as they no
longer have much economic significance to the local communities. If left unattended, they may have devastating impacts on the lives of the South Africans.

Overly, it is critical to understand the CSR frameworks in the two times specified as they guide the understanding of future initiatives. Mining industry in the 1980s the efforts were majorly focused on improving the working conditions and were characterized by a regime change, the modern times presents more demanding causes such as sustainability and the need to address human rights and labor issues.

For CSR to be effective in the mining sector, it should be viewed as a ‘must have’ and not as an ‘add-on’ or afterthought. There should be willingness on the part of the mine to go beyond the minimum legal and voluntary requirements, and to show a motivation to be a partner and move away from ‘donor mentality,’ i.e. doing things for the community which more often than not are not sustainable, to a partner mentality, i.e. ‘doing things with the community. A focus on stronger partnerships in mining in South Africa would help with coordination and ensuring that CSR initiatives achieve their set goals and ‘win-win situations’ for all relevant stakeholders.

Acknowledgement

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**References**


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Appendix

Appendix i: Overview of the mining areas in South Africa

![Map of South Africa](source: Google Maps)

Appendix ii: Map of Rustenburg
Appendix III: Questionnaire

Hello:

You are invited to participate in our Corporate Social Responsibility survey. In this survey, approximately 250 people will be asked to complete a questionnaire that asks questions about their views on the corporate social responsibility frameworks used in the mining industry in both the 1980’s and the modern times.

Your partaking in this survey is absolutely voluntary. There are no predictable threats or hazards linked with this venture. Nevertheless, if you feel uncomfortable responding to any of the given queries, you can vacate from the study at any time. Please respond to
the queries given as honestly as possible it is very imperative for us to learn your views on the subject matter.

Your survey replies will be firmly private, and it will be treated anonymously, and data from this research will be documented only in the collective. Your information will remain private and anonymous.

Once again, we thank you for accepting to participate in this survey. Please fill out the questionnaire as honestly as possible and do not write your name.

Have you lived near any of the mines?

Yes [ ] No [ ]

a. Give the name of the mines and specify for how long.

I. Name __________________________________________________________

II. Duration of stay

[ ] 1-10 years

[ ] 10-20 years

[ ] Over 30 years

Which category do you fall in?
What are some of the ways in which you suppose the mining companies have engaged in CSR?

Building schools
Repairing bridges
Bettering health facilities
Providing better living conditions for the staffs
Others

Specify ____________________________________________
Do you think mining companies have done enough to give more resources to CSR initiatives?

Yes  [ ]  No  [ ]

In your own opinion, has there been an improvement in the companies’ involvement in CSR initiatives, say from 1980s to present?

Yes  [ ]  No  [ ]

In your own words, please tell us how the companies’ involvement in CSR has affected the lives of the local communities, the mine workers and the other stakeholders.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
In your own words, please tell us the areas in which you suppose the CSR strategies should focus in order to be more effective. Describe the ways the strategies can affect the lives of the people in a more positive way.

Thank you for your participation