

## Corporate Social Responsibility and Sustainable Development: A Case Study of Multinational Mining Companies in Sierra Leone

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### Abstract

*The study employs a multi case study analyses from the three mining communities. Proportionate sampling and purposive sampling techniques were applied in selecting the number of participants used in this study. The chiefdoms were grouped into two neighborhoods (Management staff and community stakeholders). The study found out at communities' levels that companies have been responsive to their host communities to some extent, by contributing to socioeconomic development at certain level through the use of CSR policies. Their contributions included jobs creation and employees' upgrading and; infrastructural development such as, constructions of housing, schools, clinics, feeder roads and; offer scholarships to school going youths, and support agribusiness in the various communities from the mineral proceeds. There are also indications that developmental projects across the three mining communities are in some way benefiting some stakeholders or locals as part of the mining companies' contributions towards attaining sustainable development in the affected communities. On the environmental, the study revealed that organisations were set up to handle environmental issues in the three communities. And, there have been some amount of compensation given for resettlements and crops reparations. Nevertheless, communities were not total involved on decisions affecting major environmental issues.*

### Keywords

corporate social responsibility (CSR);  
sustainable development; mining;



### I. Introduction

Sierra Leone is rich in mineral resources such as, diamonds, bauxite, iron ore, and rutile but; remains as one of the deprived countries in the world. It was even ranked 158th of 169 on the Human Development Index in 2010. Also Sierra Leone's HDI value for 2018 is 0.438 that positioned the country in the low human development category which placed it at 181 out of 189 countries as well as territories. Moreover, its support of the mining sector to the domestic tax base has been limited up to now. It had accounted for 60 percent of exports in 2010, nevertheless, only eight percent of government revenue. The explanation for this disparity is simple – it is the lavish tax inducements given to mining companies habitually protected by political corruption (DanWatch 2011; HDR 2019).

According to Dubey (2017) 'mining is the extraction of valuable minerals or other geological materials from the earth, from an ore body, vein or seam'. The word as well comprises the elimination of soil. Materials recovered by mining include base metals, precious metals, iron, uranium, coal, diamonds, limestone, oil shale, rock salt and potash. Besides, in a broader sense mining includes the removal of any non-renewable resource such as petroleum, natural gas, soil or even water. And so, mining of stone and metal began ever since pre-historic times.

MNCs in the twenty-first century has been seen as the central institution in developing nations. According to Ferdausy and Rahman (2018), a good number of MNCs started their operations in developing countries by the 1990s. This is because MNCs benefits from the lower labor costs and grants given to them by the governments of developing countries in order to attract them.

MNCs are also given, lower tax rates or tax exemption for a period in those developing countries they operate. Therefore, the effects of their operations in developing countries can now be measured rather another way from that was done in the past. As a result, these developing countries can also gain from the investment made by these MNCs. MNCs are able to reduce poverty, drive economic growth, create jobs for locals and sometimes promote employment values by paying superior wages than local firms. And so, multinational corporations (MNCs) can be defined as, enterprises that have operations in more than one country (Ferdausy and Rahman *ibid*). Dunning (1993) stated that multinational corporations can also be referred to as an enterprise that engages in foreign direct investment (FDI) and possesses or controls significance activities that generally complement value in more than one country.

### **1.1 Research Questions**

- How do the three Multinational mining companies (Koidu Holdings S.A., Sierra Rutile and SL Mining) implement CSR in the affected mining communities in Sierra Leone?
- Are the three Multinational mining companies contribute to sustainable development in the affected mining communities in Sierra Leone?

### **1.2 The Study Area**

The study is restricted to three mining communities in Tankoro Chiefdom (in the Kono district, east of Sierra Leone) with a population of 8,501 , Imperri (in the Bonthe District, south of Sierra Leone) population of 33,394 and, Marampa (in the Port Loko District, North of Sierra Leone) population of 59,323 respectively. These figures are based on the 2015 Sierra Leone census. These communities are recognized for mining activities over the years. The researcher consequently selected these communities because, many of the population are knowledgeable about mining, especially on those minerals that are mined in their different communities. The three mining companies targeted in this study are Koidu Holdings S.A. in Tankoro Chiefdom - Kono district, Sierra Rutile in Imperri Chiefdom - Bonthe districts and SL Mining in Marampa Chiefdom - Port Loko district (Mansaray 2019).

## **II. Review of Literature**

This study is going to review the following below in line with the research questions: How do the three Multinational mining companies (Koidu Holdings S.A., Sierra Rutile and SL Mining) implement CSR in the affected mining communities in Sierra Leone? And, are the three Multinational mining companies contribute to sustainable development in the affected mining communities in Sierra Leone?

### **2.1 Corporate Social Responsibility (CRS) as a tool to support Community Development**

Over the past years, the concept of Corporate Social Responsibility (CSR) has become an indispensable concept to researchers, industrialists and scholars. And has taken the world of Business by blizzard in recent years, with worldwide mounting patterns and prospects that firms need to display more preemptive commitment in the societies in which they operate.

Moreover, the notion of CSR is an important moral and ethical problems that corporate decision-making and behaviour are surrounded (Branco and Rodrigues 2006, Eweje 2014). As a corporate concept, corporate social responsibility had began in the late twentieth century, when a growing number of firms started to reflect on the effects of corporate decisions on society and the environment. On the whole, CSR debates on the duties firms have to society; primarily referring to the responsibilities of stakeholders and those who stimulate corporate practices and policies.

According to Carol, (1991), CSR comprises of four fundamentals represented in the form of a pyramid, whose top is a philanthropic, trailed by legal, economic and social responsibility at the bottom. Philanthropic responsibility assumes that the company is a 'good citizen' and subsidizes to community resources. Legal responsibility is reverberated the fact that the firm has a responsibility to obey the law. A company that followed the requirements of social responsibility, has in mind the business ethical values. As, social responsibility means that companies must act in the best interests of their society as a whole. The main ways a company hugs social responsibility is by taking account of philanthropy and promoting volunteerism. Which refers to the management's commitment to make choices and take actions that will contribute to the welfare and interests of society along with those of the organisation (Biggs & Halina 2004). Economic accountability is the central responsibility of the corporation concerning business profits through the fulfilment of the needs and views of consumers. As buttressed by Uddin et al (2008) that economic aspects of CSR consist of understanding the economic impacts of the company's operations. Therefore, the economic dimension of the sustainability agenda should rather consider the direct and indirect economic impressions that the organisation's operations have on the surrounding community and on the company's stakeholders. To be precise, is what makes up corporate economic responsibility.

In addition, corporate social responsibility (CSR) refers to companies enchanting responsibility for their imprint on society. Corporate social responsibility is a business/management tactic that contributes to the sustainable development of a partner country by conveying economic, social and environmental benefits for all partakers. These hard work can range from contributing money to non-profit organizations to executing environmentally-friendly policies in the workplace. (Adeyeye 2012).

A study on CSR is considered to be very good in pinpointing which corporate organisations are affianced in good practices about their business pursuance in communities. Further to the comprehensive table above, there are also, different types of approaches (ranging from Event Study to Regression Analysis) that have been used. Worrell et al (1991), used 'event study' technique in their study (intended at determining reaction to layoff programs). The result conclusion showed that Investors respond undesirably to layoff declarations, mainly when they are subjected to financial agony. Russo and Fouts (1997) on the other hand, used 'regression analysis' to evaluate CSR influence on environmental performance, and result showed that there is affirmative correlation between ecological performance and financial performance.

Sierra Leone, a country gifted with enormous deposit of natural resources has seen the attendance of corporate operations in its territory dated back in the colonial period from (1808 - 1912). Though, there was lack of corporate responsibility on the part of the then colonial governor to be crystal clear about the engagement of British corporations in the exploitation of the country's forest resources. Jackson (2018) exposed the illegal operation of

British firms as early as 1816 around the Bullom Shores, Great Scarcies and Port Loko by a renowned British entrepreneur (John McCormack).

Also, the influence of a long years of civil crisis and poor governance likewise watched a situation of extreme exploitation of Sierra Leone's natural reserves by entrenched international corporations like DeBeers (Smillie et al, 2000). Moreover, the rising levels of poverty in Sierra Leone made it conceivable for Commercialised businesses to exploit, because of the continued war (Ballentine and Nitzschke, 2004); companies used the urgency situation as an opportunity not to support CSR that is destined to assist communities to grow at a sustainable level also, through investment in the human resource. There are evidences pointing to the fact that the presence of multinational corporations in developing economies like Sierra Leone had given rise to increased poverty, with some firms ignoring their CSR obligations to communities (Nwagbara and Kamara, 2015).

## **2.2 Societal Benefits from CRS**

Makower (1994) stated that earlier period social responsibility used to be in hands of the church. Nearly four hundred years ago when this responsibility was moved to the state. Ever since, the roles of the State, business and civil society were obviously separated. From then on, the control function goes to the State. In which the state had to make and uphold legislation. And, business had the market function and therefore, expect to use competition and cooperation to make wealth. At the same time, the civil Society had to deliver 'shape and structure' to the society through collective involvement (Van Marrewijk, 2003). Nowadays this relationship has experienced a change where businesses are held accountable for diverse issues regarding the society, that was used to be the exclusive responsibility of the state and the civil society. On the other hand, governments have left societal issues to be handled by corporations. This shift of relationship has subsidized to the debate concerning 'the role of international business as an actor of development in society' (Mansaray 2019).

According to J.R.D TATA, the founder of TATA STEEL, that every single company has a distinct ongoing obligation towards the people of the area in which the company is situated and in which its employees and their families reside. Therefore, the social responsibility of a company is to address issues of societal benefit and to reduce social costs. In similar thought Cisco took the role of social entrepreneur in addressing societal problems through social investments. This initiative is done through public-private partnerships which have responded to a wide range of stakeholder views and made use of Cisco's core competencies, including its technologies, expertise, and cooperative approach (Mansaray 2019).

## **2.3 Sustainable Development**

The mining sector has played a significant role at the macro level across Africa than before. This is partly owing to the upsurge in mineral prices since the early 2000s but more to the success of many mining sector reforms in the late 1980s and 1990s. Many African countries see this sector as a promising engine of sustainable development. Moreover, most African countries make public their mining sectors in the 1960s or 1970s. But, by the close of the 1980s changed partly owing to market liberalization as well as feeble performance of nationalized mining enterprises. In order to get more Foreign Direct Investment (FDI) into their mining sectors, African countries frequently called on the World Bank together with the IMF to involve in the structural adjustment programs (that commenced in the 1980s) to give backing to their mining policies and laws that would make their countries attractive

destinations for FDI. All this happened at a time when the mineral prices had been very low (McMahon 2011).

Walser (2000) observes that the mining situation remains challenging and real sustainable development is not just all about financial flows. As mining should have been the key supporter concerning economic development, is likewise being linked with triggering a number of economic, environmental and social complications that has led several people to question the sustainability of the economic aftermath of mining besides, promoted the resource curse theory. Therefore, the input of mining to sustainable development needs to be measured in relation to economic and technical sustainability, ecological viability and social evenhandedness. In an attempt to accomplish this, governments, mining companies and local communities need to work together on these concerns at diverse phases of the mining project covering the period from exploration, to mine operation, up to post mine cessation (Mansaray 2019).

Furthermore, mining of minerals from the earth offers prospects, challenges and risks to sustainable development. Minerals are necessary for human welfare besides, they are necessary for almost all sectors of the economy. But, mining likewise presents serious encounters and susceptibilities for sustainability. There are more and more engendering conflicts between mining companies and local communities because of, the environmental and social problems and risks modeled by mining. Yet, mining undertakings can however, contribute to sustainable development, predominantly to its economic facet. It might be able to bring fiscal revenues to a country, stimulate economic growth, generate jobs and help to structure infrastructure. Besides, direct jobs, mining can generate indirect and persuaded jobs that might be high in number equated with direct jobs in mining. Comparable with manufacturing, mining is a sector with fast technological advancement, allowing people to learn and get skills. The acquired skills can nurture the useful competences of other companies in the country. Mining similarly can foster economic growth through its connections with the rest of the economy, for instance, the purchasing of goods and services from supplier firms and, by delivering minerals to buyer firms. As a result, mining has equally positive and negative effects on Sustainable Development (UNDP 2018 in Mansaray 2019).

### III. Methodology

The study employs a multi case study analyses from the three mining communities (Yin 2003). Proportionate sampling and purposive sampling techniques were applied in selecting the number of participants used in this study. The chiefdoms were grouped into two zones (Management staff and community stakeholders). For the three mining companies, 10 participants each were nominated (using the purposive sampling technique) since, their employment figures were not available ( $10 \times 3 = 30$ ). And, 21 participants at Tankoro chiefdom, 43 participants at Imperri chiefdom and 86 participants at Marampa chiefdom were nominated by using the proportionate sampling method in this circumstance. To regulate the sample size, the researcher used the formula:  $\frac{n}{tp} \times sample\ size$ . Where 'n' is the targeted affected household's population and 'tp' the targeted affected households' total population (Mansaray, 2019)

Research instruments that were used to collect data were questionnaires and interview schedule which were designed by the researcher. Kombo and Tromp (2006) states that a questionnaire saves time, upholds confidentiality and its presentation seals opportunity for the interviewer bias. Interview guide collects data through oral- verbal stimuli and reply in terms

of oral-verbal responses standards. Interview schedule also solicited information on the same issues found in the questionnaire. Moreover, the 5-point Likert scale (Numerical value/value) and YES/NO were used for all closed-ended questions for both management staff and communities' members' respondents (Likert, 1932 in Mansaray, 2019).

#### IV. Discussion

To have knowledge about the implementation of CRS and the support on sustainable development on the three communities from the mining activities in their chiefdoms; a total of 30 questionnaires were distributed to participants in the three mining companies and 150 to those living in the mining localities in Tankoro, Imperri and Marampa chiefdoms.

The 180 participants were the projected representative of the sample size based on the opinion of qualitative researchers that answers from selected participants are not anticipated to generalize the sentiments of the entire population but; just to document thoroughly the feelings and perceptions of a group that make clear on a subject of inquisitiveness (Kvale 1996 and Baxter & Eyles 1997). The sample size selection offered the researcher a detailed understanding of the stakeholders' viewpoints and knowledge about the CSR and sustainable development activities ongoing in the three mining communities (Struwig & Stead 2013, Burke & Christensen 2014).

The questionnaires findings in the three mining designated companies' staff and selected communities' participants are as follows:

Koidu Holdings, Sierra Rutile and SL Mining staff investigation and outcomes on Corporate social responsibility and sustainable development

As CRS phenomenon has taken the business world by storm these days, with wide-reaching increasing patterns and prospects, firms need to display more proactive commitment in the societies in which they operate. In general, CSR deliberations on the duties firms have to society, which largely referring to the responsibilities of stakeholders and those who stimulate corporate practices and policies (Branco and Rodrigues 2006, Eweje 2014). Since the arrival of multinational corporations in the mining industry, there has been a strongly association between their presence and development in Sierra Leone particularly in communities they operate. The researcher was keen to learn if, the selected mining companies in Sierra Leone are committed to social and environmental issues that promise sustainable economic development and are environmental friendly and communally appropriate. And, to some extent meet the expectations of the affected communities. This was done on the 5-point Likert scale (Numerical value/value) and YES/NO closed-ended questions for both management staff and nominated communities' respondents. The ensuing below were the responses from the management staff of the three mining companies:

**Table 1.** Do you agree that the company have a CSR structure?

Ratings	Koidu Holdings(KH)	Sierra Rutile(SR)	SL Mining(SLM)
Strongly Agree	5 (50%)	1 (16.7%)	2 (40%)
Agree	2 (20%)	1 (16.7%)	2 (40%)
Neutral	3 (30%)	1 (16.7%)	1 (20%)
Disagree	0	3 (50%)	0
Strongly Disagree	0	0	0
<b>Total</b>	<b>10(100%)</b>	<b>6(100%)</b>	<b>5(100%)</b>

**Source: Field survey 2019**

Based on the responses, it is observed that 50% of the respondents at KH strongly agreed that their company has CSR structure, 16.7% at SR and 40% at SLM. Yet 50% of the respondents at SR disagreed. Only KH and SLM managements informed their core staff about their CSR structures whilst SR may not.

**Table 2.** Do you agree your company has Environmental policy that includes a commitment to legal compliance, continuous measurement and continuous improvements in environmental performance as well as Sustainability Policy?

Ratings	Koidu Holdings(KH)	Sierra Rutile(SR)	SL Mining(SLM)
Strongly Agree	4(40%)	0	2(40%)
Agree	5(50%)	1(16.7%)	3(60%)
Neutral	0	2(33.3%)	0
Disagree	0	3(50%)	0
Strongly Disagree	1(10%)	0	0
<b>Total</b>	<b>10(100%)</b>	<b>6(100%)</b>	<b>5(100%)</b>

Source: Field survey 2019

On the aspect of environmental and sustainable policies, 40% strongly agreed and 50% also agreed at KH and, 40% strongly agreed and 60% agreed at SLM that their companies have policies in respect of the above. However, 50% respondents at SR disagreed.

**Table 3.** Do you agree your company gives regular financial support to local community activities and projects (e.g. charitable donations or sponsorships?)

Ratings	Koidu Holdings(KH)	Sierra Rutile(SR)	SL Mining(SLM)
Strongly Agree	1(10)	0	1(20%)
Agree	6(60%)	2(33.3%)	3(60%)
Neutral	3(30%)	1(16.7%)	1(20%)
Disagree	0	2(33.3%)	0
Strongly Disagree	0	1(16.7%)	0
<b>Total</b>	<b>10(100%)</b>	<b>6(100%)</b>	<b>5(100%)</b>

Source: Field survey 2019

On regular financial support to local community activities and projects, at KH 60% agreed, 33.3% also agreed at SR whereas, 60% at SLM. This shows that there are some financial supports given to local communities towards activities and projects. Though 20% remained neutral at KH and 33.3% disagreed at SR.

**Table 4.** Do you agree your company organize training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site?

Ratings	Koidu Holdings(KH)	Sierra Rutile(SR)	SL Mining(SLM)
Strongly Agree	0	0	1(20%)
Agree	5(50%)	1(16.7%)	2(40%)
Neutral	2(20%)	2(33.3%)	1(20%)
Disagree	2(20%)	2(33.3%)	1(20%)
Strongly Disagree	1(10%)	1(16.7%)	0
<b>Total</b>	<b>10(100%)</b>	<b>6(100%)</b>	<b>5(100%)</b>

Source: Field survey 2019

50% at KH and 40% at SLM respondents agreed that their companies organize training sessions which improves their knowledge on CSR. While only 16.7% respondents agreed at SR. However, 20% KH and 33.3% SR and 20% SLM respondents remained neutral and; 20% KH, 33.3% SR and SLM 20% respondents disagreed. This revealed that Koidu Holdings and SL Mining organize more training sessions to equip their staff than Sierra Rutile.

**Table 5.** Based on your experience, would you agree that the Business is an instrument for wealth creation with CSR considered as a strategic tool to promote Economic objectives?

Ratings	Koidu Holdings(KH)	Sierra Rutile(SR)	SL Mining(SLM)
Strongly Agree	0	0	1(20%)
Agree	5(50%)	2(33.3%)	2(40%)
Neutral	5(50%)	2(33.3%)	2(40%)
Disagree	0	2(33.3%)	0
Strongly Disagree	0	0	0
<b>Total</b>	<b>10(100%)</b>	<b>6(100%)</b>	<b>5(100%)</b>

**Source: Field survey 2019**

Using CSR to promote economic objectives, 50% at KH, 33.3% SR and 40% SLM agreed that CSR is a strategic tool in promoting economic objectives. Whilst, 50% at KH, 33.3% at SR and 40% at SLM remained neutral on the assumption.

In general, according to the responses from three mining companies' staff participants, the companies have been responsive to their host communities by contributing to socioeconomic development at some level through the use of CSR policies. It was done through the implementation of some development projects within the affected communities. Their socio-economic contributions include the improvement of their employees through skills transfer and the infrastructural development for example, housing, schools, clinics, and feeder roads for communities. Nevertheless, there are negative cause and effect of mining in those three communities such as, ecological pollution and transfer of dwellings into strange locations without proper consent from the affected communities.

Corporate Social Responsibility and sustainable development: Responses from communities' participants -

With regard to CSR and sustainable development responses from communities' participants; closed ended 'YES' or 'NO' questions were established by the researcher, while open questions asked for explanations of responses. Respondents in Tankoro community were asked if the Koidu Holdings has a policy on CSR; 16(76%) said 'Yes' and 5(24%) said 'No'. Another question was if, the company also has policy on sustainable development; 17(81%) said 'yes', while 4(19%) said 'no'.

Similar question on CSR was asked to Imperri and Marampa communities' participants. For Imperri 37(86%) said 'yes' and 6(14) said 'no', Whereas, Marampa 30(35%) said 'yes' though, 56(65%) said 'no'. On policy on sustainable development, Imperri 28(65%) held 'yes' and 15(35%) thought 'no'. And, Marampa community participants' responses were, 30(35%) said 'yes' while 56(65) said 'no'.

### **Community-based projects**

Here, a closed ended question was asked about if, the mining companies have CSR policy. Those participants that answered 'yes' were required to state the number of projects the companies have been supporting at chiefdoms level, in addition to funding and implementation. 16(76%) respondents in Tankoro chiefdom specified the number of projects



currently being supported by Koidu Holdings as follows: 10(47.6%) cited building and refurbishing Schools, road maintenance and resettlement programmes for affected households, 6(28.5%) quoted refurbishment of the TNA council building and Gbense market at Koidu city whilst 5(24%) have previously indicated ‘no’.

In Imperri chiefdom, 37(86%) respondents were aware of the current community – based projects in the chiefdom. 12 (27.9%) mentioned fish pond, agriculture and tree planting, 4(9.3%), said, community affair management, scholarships scheme and youth resource centre, 17(39.5%) school building project, Market toilet and health post construction and (4)9.3% said water & toilet facility. While 6(14%) had earlier mentioned that Sierra Rutile do not have a policy on CSR.

For Marampa chiefdom, 30 respondents were knowledgeable about the existing community – based projects in the chiefdom. 30(35%) knew about the following projects: 20(23%) said building schools, construction of the Lunsar clock –tower, land holders compensation scheme, 6(7%) declared the rehabilitation of water-wells and construction of new water-wells hand pumps, while 4(5%) stated the construction of few toilets within the surrounding villages and the community football team sponsorship programme.

### ***Projects funding and implementation***

On the side of funding and implementation of projects, Tankoro chiefdom projects are normally funded by the Koidu Holdings and are equally implemented by the company and community stakeholders. Similar trend was found in Imperri chiefdom projects, which are funded by the Sierra Rutile community development fund and implemented by the Community Affairs Management team established by the company. Likewise Marampa chiefdom projects, they are funded by the SL mining company through the community relation office created by SL mining and implemented by the community relation office also. Although, 23% of the respondents stated that the clock tower construction project is managed by the Paramount Chief of Marampa chiefdom.

### ***Mining companies contributions to sustainable development in the affected communities***

Based on the responses from participants on the mining companies regarding implementation of corporate social responsibility and sustainable development policies on affected communities. There are demonstrations that developmental projects across the three mining communities are somehow benefiting some stakeholders or locals. Which is view by the mining companies as part of their contribution toward achieving sustainable development in the affected communities. On environmental issues, there are some amount of community involvement on decisions that have effects on the environment. For instance, the ‘Affected property owners Association (APOA)’, ‘Town Chiefs of the after Settlements’ and ‘Cemmat – environmental Consultants’ have been set up to handle environmental issues in Tankoro chiefdom. Likewise, at Imperri chiefdom there is ‘Community Affairs Management team’ that superintend development programmes in the community as well as Marampa chiefdom which also has the ‘Community Development Committee (CDC)’ as well. Nevertheless, communities are supposing total involvement in decision-making when it comes to environmental issues. As, 76% of respondents in Tankoro chiefdom, 51% Imperri chiefdom and 30% Marampa chiefdom said they are not fully involved on decisions regarding the environment (Mansaray, 2019).

#### **IV. Discussion**

The study sought the opinions of both the three companies' staff and the local communities in Tankoro, Imperri and Marampa chiefdoms regarding the implementation of CSR in the affected mining communities and; their contributions to sustainable development to the affected communities as well. The study observed that the people in Tankoro, Imperri and Marampa chiefdoms have great anticipations of foreign investment in their communities. Their beliefs was that the sector would make more revenue, increased employment prospects for locals that would lead to knowledge and high-tech transfer and, develop the affected communities. It was clear that these enormous anticipations are so far to be seen by the influx of these multinational mining companies. Although, mining had played significant role in the economic development of many countries as a result, mineral development has become a significant issue for economic development in addition to social growth in developing countries like Sierra Leone. And, various studies have revealed important social and economic benefits to communities due to mining.

In order to discourse the research questions well, both Companies' staff and local communities' members' responses were provoked, which shaped the outcomes of this study.

From the result of the studies, it was recognized that the findings from three mining companies' respondents exposed that the companies have been receptive to their host communities to some extent, by contributing to socioeconomic development at some level through the use of CSR policies. It was done through the implementation of some developmental projects within the affected communities. Their socio-economic contributions include the improvement of employees through skills transfer and infrastructural development for example, housing, schools, clinics, and feeder roads. Their interest in their host communities has overextended to embrace social investment projects - where they work together with the communities to fund projects that produce economic earnings to the people. However, there are negative cause and effects of mining in those three communities such as, ecological pollution and transfer of dwellings into strange locations without proper consent from the affected communities. Also, Health and Safety issues on mining.

On the responses from the mining companies' staff regarding implementation of corporate social responsibility and sustainable development policies on affected communities. They mentioned that there are signs that developmental projects across the three mining communities are somehow benefiting some stakeholders or locals as, part of the mining companies' contributions towards attaining sustainable development in the affected communities. On the environmental issues also, there are some amount of community involvement on decisions that have effects on the environment. For instance, the 'Affected property owners Association (APOA)', 'Town Chiefs of the after Settlements' and 'Cemrats – environmental Consultants' have been set up to handle environmental issues in Tankoro chiefdom. Likewise, in Imperri chiefdom, there is the 'Community Affairs Management team' that superintend development programmes in the community. Similarly, Marampa chiefdom also has the 'Community Development Committee (CDC)' as well. Nevertheless, communities' responses are assuming total involvement in decision-making when it comes to environmental issues. As, respondents in the three chiefdoms indicated that they are not completely intricated on decisions regarding the environment.

This can be determined that the role of the mining sector in undertaking its corporate social responsibilities has altered in the last few years. Therefore, the sector should encourage more socially responsible obligation with a socially tolerable initiatives as an approach to

resolve problems within the communities. It should be noted that before the large scale mining activities in those communities, people have been making their living from the use of the resources of the land, water and forest as farmers, hunters and fishermen and; they were conscious of the solemn situation of the environment for their survival and sustenance, in addition to the survival of their future generations. But, with mining on those environments situations have changed totally as, problems of pollutions and repositioning of households have become a repetitive occurrences.

## V. Conclusion

In conclusion, the study discovered at communities' levels that the mining companies have been friendly to their host communities to some extent, by contributing to socioeconomic development at certain level through the use of CSR policies. There are also signals that developmental projects across the three mining communities are in some way benefiting some locals as part of the mining companies' contributions towards attaining sustainable development in the affected communities. Yet, communities were not totally involved on decisions affecting key environmental matters. Consequently, there is need to progress on the mining governance in order to improve on the living standards of the communities as well as local employees for better socio-economic livelihood that can lead to sustainable development.

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