

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI,
COLLEGE OF ART AND BUILT ENVIRONMENT
DEPARTMENT OF CONSTRUCTION TECHNOLOGY AND MANAGEMENT

Exploring Critical Stakeholder Management Issues in Construction Project Management; A Case
Study of Community Projects at Gold Fields Limited, Tarkwa.

by

Dominic Kizito Oduro Anning

A Dissertation submitted to the Department of Construction Technology and Management,
College of Art and Built Environment in partial fulfilment of the requirement for the degree of

MASTER OF SCIENCE

SEPTEMBER, 2018

DECLARATION

I hereby declare that this submission is my own work towards the MSc. Project Management and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university or any other university, except where due acknowledgement has been made in the text.

DOMINIC KIZITO ODURO ANNING (PG 1146917)

Student

.....

Signature

.....

Date

Certified by

PROF. T. ADJEI-KUMI

Supervisor

.....

Signature

.....

Date

Certified by

PROF. B. K. BAIDEN

Head of Department

.....

Signature

.....

Date

ABSTRACT

There is a major problem facing construction companies working at mining areas in dealing with the challenges of individuals who are affected by their activities. Therefore, the aim of this study is to investigate critical stakeholder management issues of construction projects within host mining communities. With this aim, three (3) objectives were set which were to assess the stakeholder management approach of Gold Fields Ghana limited as against relevant literature reference to construction projects within host communities, to identify the stakeholder management challenges on construction project management within host communities and to identify the causes of the challenges associated with stakeholder management within host communities. In achieving the objectives, a structured questionnaire was set and distributed to construction firms working in eight (8) selected communities. In all, thirty-one (31) questionnaire was distributed and answered by respondents. The data was examined using the mean score ranking, From the analysis, it was realized that, the contractors normally do stakeholder identification which is the first step of stakeholder management. However, the responses indicated that, the contractors normally fail to gather information on the stakeholder. Furthermore, the responses indicated that, the contractors normally fail to determine the strength and weaknesses of the stakeholders. Also, frequent changes in the scope of work is a significant challenge to stakeholder engagement. Lastly, the major cause of the challenge identified was lack of effective communication followed by lack of knowledge of stakeholder engagement. With these findings, it was recommended that, construction managers must endeavor to execute all the processes involved in stakeholder management as all of the steps are of equal significance. This will aid the construction firm in reaping the full benefits of stakeholder engagement in construction projects. Also, management of construction firms should ensure they employ the requisite resources in managing stakeholders so as to improve the probability of achieving project success and lastly, consulting firms must also advice the clients on the benefits of ensuring the contracting has the requisite resources in managing stakeholders. This study was limited to only contractors who have being engaged by Gold-fields Ghana limited. Further studies can be expanded to include a wide range of contractors as a way of expanding the scope.

TABLE OF CONTENT

DECLARATION.....	II
ABSTRACT.....	III
LIST OF TABLES	VIII
LIST OF FIGURES	IX
ACKNOWLEDGEMENT	X
DEDICATION.....	XI
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 BACKGROUND OF STUDY	1
1.2 PROBLEM STATEMENT	2
1.3 RESEARCH QUESTIONS	3
1.4 AIM OF THE STUDY	4
1.5 SPECIFIC OBJECTIVES.....	3
1.6 SCOPE OF THE STUDY	5
1.7 RESEARCH METHODOLOGY	5
1.8 SIGNIFICANCE OF THE STUDY.....	4
1.9 ORGANIZATION OF THE STUDY	5

CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 INTRODUCTION.....	8
2.2 THE CONCEPT OF STAKEHOLDER	8
2.3 IDENTIFY STAKEHOLDERS	10
2.4 STAKEHOLDER SALIENCE AND POSITION	11
2.4 STAKEHOLDERS' CLASSIFICATION.....	12
2.6 STAKEHOLDER IMPACT ANALYSIS	13
2.6.1 <i>Keep Satisfied</i>	14
2.6.2 <i>Key Players</i>	14
2.6.3 <i>Minimal Effort</i>	14
2.6.4 <i>Keep Informed</i>	14
2.7 STAKEHOLDER ENGAGEMENT	15
SOURCE: CLELAND, (1986).....	17
2.9 STAKEHOLDERS' INVOLVEMENT	18
2.11 STAKEHOLDER MANAGEMENT PROCESS OF GOLD FIELDS GHANA LIMITED	22
2.12 CAUSES OF THE CHALLENGES OF STAKEHOLDER MANAGEMENT	23

CHAPTER THREE	25
RESEARCH METHODOLOGY	25
3.1 INTRODUCTION.....	25
3.2 RESEARCH STRATEGY	25
3.3 RESEARCH DESIGN	26
3.4 RESEARCH APPROACH.....	26
3.5 DATA COLLETION	27
<i>3.5.1 Population, sample size and sampling technique</i>	<i>27</i>
<i>3.5.2 Questionnaire development and administration.....</i>	<i>28</i>
3.7 DATA ANALYSIS	28
CHAPTER FOUR.....	30
DATA ANALYSIS AND DISCUSSION.....	30
4.1 INTRODUCTION.....	30
4.2 BACKGROUND OF THE RESPONDENTS	30
4.3: STAKEHOLDER MANAGEMENT PROCESS.....	32
4.4 CHALLENGES ASSOCIATED WITH STAKEHOLDER ENGAGEMENT	33
4.5 CAUSES OF THE STAKEHOLDER ENGAGEMENT CHALLENGES	34
CHAPTER FIVE	36

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	36
5.1 INTRODUCTION	36
5.2 SUMMARY OF FINDINGS.....	36
5.3 CONCLUSION	38
5.4 RECOMMENDATIONS	37
5.5 LIMITATIONS OF THE STUDY	37
5.6 FUTURE RESEACH	37
REFERENCES.....	39
APPENDIX.....	50
QUESTIONNAIRE	50
MAP SHOWING GOLD FIELDS AND SURROUNDING HOST COMMUNITIES	54
COMMUNITY POLICY STATEMENT	55
GOLD FIELDS LIMITED ENGAGEMENT POLICY STATEMENT.....	56

LIST OF TABLES

TABLE 3.1: POPULATION DISTRIBUTION	28
TABLE 4.1: BACKGROUND OF THE RESPONDENTS	31
TABLE 4.2: STAKEHOLDER MANAGEMENT PROCESS	33
TABLE 4.3: CHALLENGES ASSOCIATED WITH STAKEHOLDER ENGAGEMENT.....	34
TABLE 4.4: CAUSES OF THE CHALLENGES ASSOCIATED WITH STAKEHOLDER ENGAGEMENT	35

LIST OF FIGURES

FIGURE 1.1: STRUCTURE OF THE REPORT	7
FIGURE 2.1 CATEGORIZATION OF STAKEHOLDERS	11
FIGURE 2.2 CATEGORIES STAKEHOLDERS BASED ON THEIR ATTRIBUTES	13
FIGURE 2.3 PROJECT STAKEHOLDER MANAGEMENT PROCESS.....	17

ACKNOWLEDGEMENT

My sincerest appreciation goes to PROF. T. ADJEI-KUMI my supervisor who made time to read my draft and offered constructive comments and suggestions.

DEDICATION

This research work is dedicated to my wife Anthonia and my two children Donald and Macrina
For their care and support throughout my education and finally to all who helped me in any other
way to make this work a success.
God richly bless you. Amen.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

In this new global economy, the implementation of community projects is known to be inherently complex, partly due to the need to satisfy multiple stakeholders. In light of this, the diversity of knowledge and values of the rural community have to be taken into consideration (Reed, 2008). It is important at this stage to clearly define who a stakeholder is as it helps the researcher focus on their influence on project implementation. There has been much talked about on stakeholder definition in literature. Freeman (1984) defines the stakeholders as ‘any groups or persons who are crucial for an organization’s survival. They are also groups or individuals who impact or are impacted positively or negatively on the successful implementation of projects. They can also influence and be influenced by undertakings and are therefore crucial to the successful implementation of construction projects’ (Freeman 1984). Cleland (1985) also defines a stakeholder as an individual or a group of individuals who have significant interests in the outcome of projects. Both statements are often debated for involving a large number of stakeholders in practice (Nguyen et al, 2009). However due to the myriad diversity of knowledge and values associated with community projects (Reed, 2008) it is important that there is multi-stakeholder involvement in key decision-making processes (Stringer et al., 2007) for an enhanced social license to operate. The practice of stakeholder management has gradually become an integral component and a norm in the construction projects to ensuring the delivery of excellent project outcomes in this era of new global economy (Mok et al., 2013). Stakeholder engagement involves a taxonomic approach to recognizing all stakeholders prioritizing demands and concerns, analyzing and

supervising every activity undertaken together with the stakeholder expectations for the success of the project. (Jepsen and Eskerod, 2008).

The successful completion of construction projects cannot be achieved without consulting with all stakeholders involved (Eskerod and Jepsen, 2013). Previous research assert that stakeholders can bring challenges by affecting an organization's aims, functioning, survival and sometimes its improvement (Bal et al., 2013). These challenges sometimes turn beneficial because several stakeholders sometimes help organizations to achieve their goals and they are unfriendly when they oppose its mission. In all these, stakeholders have the authority to be either of good use or a threat to an organization and its development (Gibson, 2000).

Creating and managing an effective stakeholder engagement process as a project manager and the project team will significantly improve the project end result as done in other developed countries and this research will delve into critical issues of stakeholder engagement in construction project management and how this issue can be addressed and managed to help attain the success of construction project.

1.2 PROBLEM STATEMENT

Gold Fields Ghana Limited (Tarkwa Mine), a mining company situated some 4Km West from the main Tarkwa Township is surrounded by so many communities. As part of her cooperate social responsibilities, Gold Fields Ghana Limited, operating a mining company at Tarkwa in the Western region of Ghana undertakes physical infrastructure projects within the host communities. The projects mostly include construction of health facilities, schools, roads, boreholes, community centers, sanitation facilities among others. These communities command certain level of influences over the activities of the mining company especially those that are impacted directly by mining

operations and are resettled and often times capitalizes on their resettlement status to influence the design and implementation of projects by attempting to issue direct instructions to the contractors. Another core of their expectations are with the believed that the gold resources were entrusted to them by their ancestors and hence any use of it should bring development and social improvement to them and their generations yet unborn. This has been acknowledged as a core task within project management by (Eskerod et al. 2015) and that, dealing with these challenges from individuals or groups who may affect or be affected by the project processes, contents or outcomes (i.e., the project stakeholders) is highly sensitive since the outcome of projects within host communities is highly dependent on effective stakeholder engagement from the inception stage particularly those who represent a perceived threat to the project. This is often a dilemma for project managers and failure to get it right can be costly in terms of public controversy, delayed or abandoned projects as well as running the risk of damaged careers, relationships and reputations. The composite and fickle nature of many projects necessitates a well – planned approach, it also requires project managers to acquire specific skills in order to cooperate with the stakeholders to achieve the target. Stakeholder management is considered as an efficient approach for creating robust relationships in project execution (Bourne and Walker, 2005). Taking all these challenges into perspective this research seeks to investigate critical stakeholder management issues in construction project management; A case study on community projects at Gold Fields Ghana Limited, Tarkwa.

1.3 RESEARCH QUESTIONS

Following the objectives of the study, the following questions will be posed to aid achieve the objectives of the study.

1. What is the stakeholder engagement and management practices of Gold Fields Ghana limited?

2. What are the inherent challenges in managing stakeholders of host mining communities where construction project is being undertaken?
3. What are the causes of the challenges associated with stakeholder management within host communities?

1.4 AIM OF THE STUDY

The aim of this study seeks to investigate critical stakeholder management issues of construction projects within host mining communities.

1.5 SPECIFIC OBJECTIVES

Specific objectives include:

1. To identify the stakeholder management approach of Gold Fields Ghana limited.
2. To identify the stakeholder management challenges on construction project management within host communities; and
3. To identify the causes of the challenges associated with stakeholder management within host communities.

1.6 SCOPE OF THE STUDY

Issues concerning stakeholder management is a broad subject and the time allowed for this research is limited to three months, so the scope only focusses on stakeholder groups among eight (8) selected local communities of Gold Fields Ghana Limited catchment area where various infrastructure projects ranging from Roads, Sports stadium, Clinics, Mechanized Boreholes and Schools are being constructed by ten selected contractors. The researcher will assess the views of contractors and project managers on the critical stakeholder management issues from the communities and how these challenges can address.

1.7 RESEARCH METHODOLOGY

The study employed a quantitative methodological approach based on deductive reasoning. The first section involved the review of literature related to stakeholder management in the management of construction projects. A structured questionnaire was distributed to various stakeholders under consideration. The final stage of the study involved the use of the descriptive and inferential statistical methods to analyze the data retrieved from the correspondents.

1.8 SIGNIFICANCE OF THE STUDY

This study intends to seek the key stakeholders involved in mining sponsored construction project within the host communities, the needs of the stakeholders, interest, roles, challenges and how they are managed to maintain positive relationships and avert inauspicious effects on the communities and the environment. It is indeed expected that the findings or outcomes of the study will offer useful lessons and guidelines particularly to mining companies undertaking infrastructure projects within their host communities and also offer assistance to construction project managers to have a better appreciation and to understand the ‘stakeholders’ concept its application and the challenges that comes with them. The study can also be used as a reference material for other researchers who intend to carry out studies around the subject area.

1.9 ORGANIZATION OF THE STUDY

The study is organized into five chapters as shown in figure 1.1. The first chapter focuses on the general introduction including the background to the study, problem statement, Aim and objectives of the study, research questions, significance of the study, research methodology, the scope of the study and limitations; and chapter two will consider the review of literature from journals and books relating to the study. Chapter three will examined the details of the research methodology and procedure used for the study; chapter four will focused on the analysis and discussion of the

data collected; and finally, chapter five tackled the summary of findings, conclusion and recommendations.

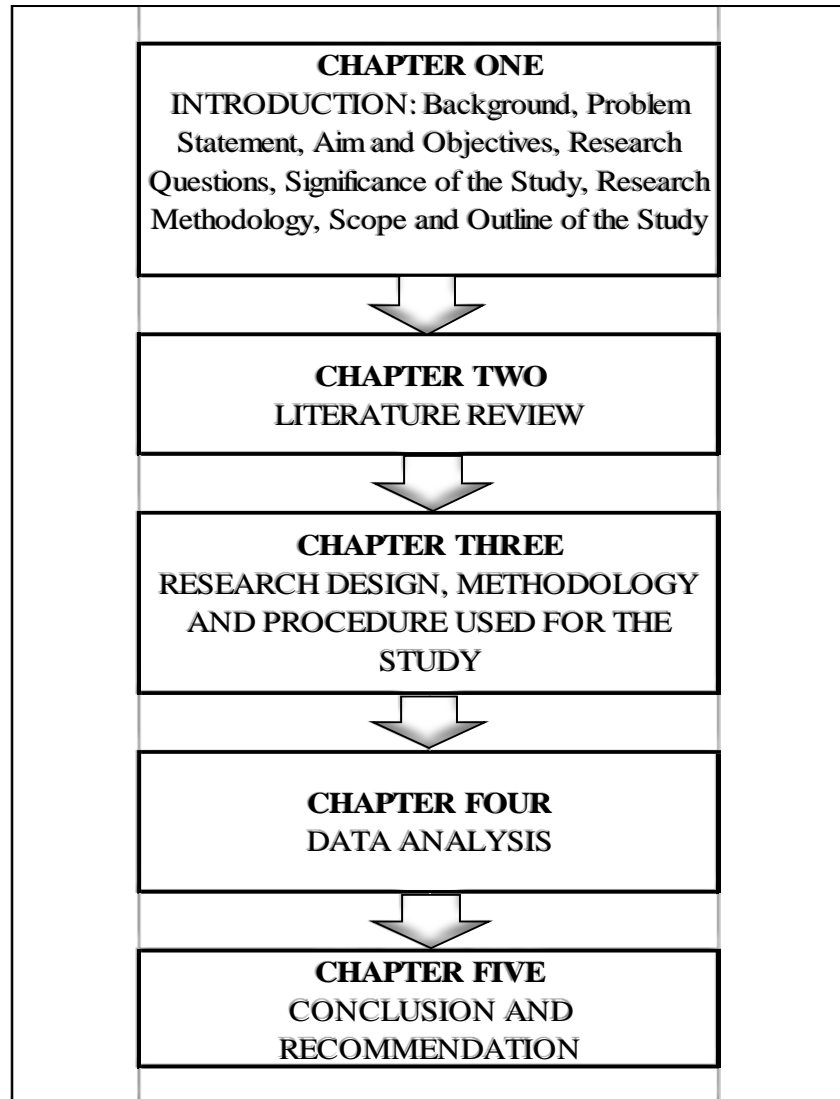


Figure 1.1: Structure of the report

Source: Author's construct, (2018).

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews literature in two sections. The first part reviews theoretical frameworks on which the work is based on whilst the other part presents empirical and related works in the topic area. The chapter also highlights definition of some key terminologies.

For better understanding of the challenges ahead of the research this chapter begins by outlining the problems that stakeholder theory was originally conceptualized and also to inquire into knowledge expressed by others on the management of stakeholders and to understand also the basic mechanisms that underlie the development of the theory since the last three decades. Over the years many authors have reviewed literature concerning the management of stakeholders as a foundation and support to the research and an overview of Gold Fields stakeholder management approach and seek to to sum up and combine the argument and ideas of others. Most authors have confined their research to Critical Stakeholder Management Issues in Construction Project Management and how the concept was developed and managed.

2.2 THE CONCEPT OF STAKEHOLDER

In the 19th century, the stakeholder theory became popular when the conjunctive movement and mutuality gained prominence about the concepts (Clark, 1984). According to (Elias & Cavana, 2000, p. 3). The word “stakeholder” first appeared in an internal memorandum at the Stanford Research Institute in the 1960’s, and gradually developed intensively through to the 1980’s, when scholars came to appreciate the various changes that were shaping business activities and the authenticity of the businesses in society. For example, customers were openly and clamorously presenting various concerns and making demands; many activists and traders campaigned to

condemn certain business practices and actions; rapid spreading of information through the media and communications among people; business competition started increasing; and the resource market started gaining internationalizing recognition (Laplume et al. 2008). This led to a landmark publication of Freeman's famous book in 1984 *Strategic Management: A Stakeholder's View*. Freeman was believed to be the father of stakeholder theory by many researchers, for being the first to manage and formulate an approach to business from the stakeholder's point of view (Laplume et al. 2008). According to Freeman (1984), businesses need to consider the new and modern trends as previously discussed, so as to be able to keep running and making progress. Subsequent to that, businesses are invited to focus more on the different players that were championing these new enterprises. Stakeholders can be internal (customers, owners, employees, and suppliers), and external (competitors, governments, media, consumer advocates, environmentalists, etc.) (Laplume et al. 2008), Freeman defined stakeholders as individuals or any group that can influence or be influenced by the accomplishment of the set objectives of an organization (Freeman 1984, p. 46). Freeman (2001) further state that, managers must win the trust and support of these individuals or groups(stakeholders) and need to understand how their establishments can determine or be determined by others, so as to achieve the business objectives (Freeman & McVea 2001). In light of that, it is then important for managers to focus on building the connections between the firm and its stakeholders, by exploring avenues to equalize and to incorporate all the relationships and targets that a firm can have (Freeman & McVea 2001). Donaldson and Preston (1995) identified three guiding principles regarding stakeholder concepts. managers think about managing (Donaldson & Preston 1995). The descriptive approach defined business structures, actions and strategies employed to achieve the balance required. The instrumental approach on the other hand identified avenues in which the firm can attain its set

objectives by connecting stakeholder and managerial actions. Lastly, the normative approach studied the purposes of the business entity, and states “moral and philosophical guidelines for the daily functioning and management of the business” (Donaldson & Preston 1995, p. 71). This normative guiding principle have been identified as the essence of the stakeholder theory by Donaldson and Preston (1995).

2.3 IDENTIFYING STAKEHOLDERS

This is the process of recognizing the stakeholders in a project regularly and studying and documenting important information regarding their interests and involvement the potential impact on project success. One main benefit of stakeholder identification is that it allows the project manager and his/her team design means of engaging all stakeholders. This process is executed at sporadically throughout the project as required (PMBOK sixth). Mitchell et al (1997) made a major contribution about the relationships between project managers and stakeholders involved and the best way to determine their interest. (Ronald et al., 1997).

They developed a hypothetical framework to explain why managers should regard certain groups as stakeholders and how to prioritize their relationships with the stakeholders. Three criterions were established in order to organize stakeholders of a company into a hierarchical order: the stakeholder’s ability to influence the organization, the genuineness of the stakeholder’s relationship and the urgency of the stakeholders claim of the organization. These three criterions can be combined and it lead to seven stakeholders’ types. There are three types of power:

The process of identifying construction stakeholders and their features in relation to the project is a crucial step in the management of stakeholders (Cleland, 2002) but this goal can only be attained through well-defined stakeholders. One common way to differentiate the different kinds of

stakeholders is to consider groups of people who have classifiable relationships or interest with a particular organization. Friedman (2006) means that there is a clear relationship between definitions of what stakeholders and identification of who are the stakeholders. The main groups of stakeholders. See (figure 2.1)

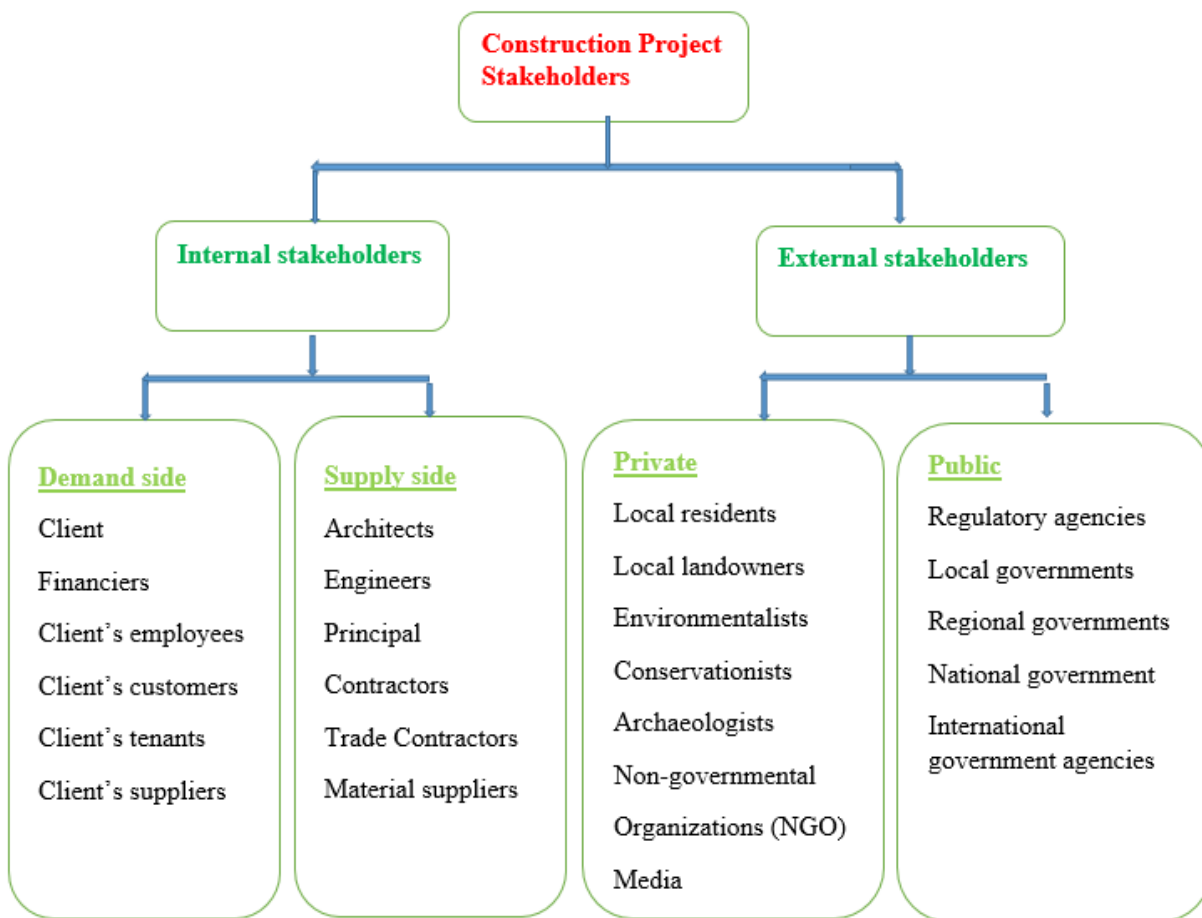


Figure 2.1 Categorization of stakeholders

Source: Winch, (2010).

2.4 STAKEHOLDER SALIENCE AND POSITION

Salience describes “the quality of being obtrusive,” hence stakeholder salience means giving your stakeholders the recognition they deserve. Stakeholder salience can be defined as the “degree to

which managers give relevance to views and claims of their stakeholders. Mitchell et al. (1997) fathered the stakeholder salience model. They came up with a Theory of Stakeholder recognition and Salience due to the varying views on how researchers perceived and define stakeholders and their failure to come into a consensus over the relevant issues concerning the management of stakeholders (Mitchell et al. 1997). The model recognizes the stakeholders which managers must focus on. They are group into three classes – power, legitimacy and urgency. Salience mostly depends on the number of features that a stakeholder shows prominence in. Salience can vary during project implementation, meaning that some stakeholders may form their salience imputes so as to make their voices heard.

2.4 STAKEHOLDERS' CLASSIFICATION

Stakeholders are classified based on their level of influence in the direction of the the project being executed. Olander (2007) describes stakeholders as either supportive or non-supportive of the project while (Aaltonen et al., 2008; Chinyio and Akintoye, 2008) also described stakeholders as being accessory, indifferent or unsupportive to the project. All the views expressed above are key for decision making and also assigning of resources by the project management team especially to be able to convert the indifferent, unsupportive stakeholders to supportive stakeholders. The classification of stakeholders according to the three guidelines/principles (power, legitimacy, proximity and urgency) outlines strongly the rate of influence a stakeholder can have on a project.

2.6.1 Keep Satisfied

Stakeholders are often national governments, authorities or other similar organizations that set standards that are required to be met by the organization and might even have the authority to halt the project, but then do not usually have a particular interest in it.

2.6.2 Key Players

They are generally individuals with great interest and responsibility for the successful execution of the project.

2.6.3 Minimal Effort

The project management do not regard them as prominent or important; but this does not mean ignoring the stakeholders. However, these stakeholders can choose to address their grievances through other stakeholders if they have some desires to be accomplished within the project.

2.6.4 Keep Informed

Stakeholders are made up of different interest groups such as local residents, organizations or nongovernmental organizations with little effect. However, to achieve a rigorous community stakeholder enquiry, the comparative levels of power and interest ought to be assessed on a larger scale than one of high or low. Generally, stakeholders are attributed to one of these traits, that is power or interest; it is arduous assessing them on a scale. It is more pertinent to assess the level of impact that community stakeholders have and the risk of the impact. Hence, the power/interest matrix could be rendered into the impact/probability matrix (see figure 4). Bourne and Walker (2005) developed the idea of the vested interest-impact index. The parameters 'vested interest levels' (probability of impact) and 'influence impact levels' (level of impact) are assessed on a scale from 1 to 5.

2.7 STAKEHOLDER ENGAGEMENT

Engaging stakeholders is primarily geared towards reaching an agreement based on mutual respect, dialogue and collaboration leading to the reduction of conflict between management. In the views The Institute of Social and Ethical Accountability (ISEA, 1999; p. 91) they define stakeholder engagement as “the process of seeking stakeholder views on their relationship with an organization in a way that may realistically be expected to elicit them”. While (Gable and Shireman 2005, p. 9) define it as “a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders”. Similarly, (Green wood 2007, p. 315) also described it as “as the process of rallying and including individuals and groups that are affected by the activities of the company in the daily running and move positively towards the set goals of the company”. These processes start with planning the stakeholder engagement by developing guiding principles to involve stakeholders by primarily analyzing their impact on the project as well as their interests in the project. This provides an actionable plan to efficaciously collaborate with all interest groups. The inputs, tools and techniques, and outputs of the process are depicted in Figure 4. This would lead to another important process which is to manage stakeholder engagement. This involves communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. This process provides a framework for managing any type of project within the business environment and it is performed throughout the project. When an organization attach importance to a stakeholder group they are likely to achieve a higher level of interaction between the organization and the stakeholder groups through a variety of communications (Boesso and Kumar, 2008). Stakeholder engagement is essentially important as it assists in achieving the goal of

delivering the project on time, within budget, within scope and to quality (Romenti, 2010; Sallinen et al, 2013). Engaging stakeholders in construction project management in a host mining community allows the performing organizations to build up their ability to deliver value in the project more efficiently, effectively and consequently to satisfy the needs of multiple categories individuals and interest groups (Mathur et al., 2007).

2.8 STAKEHOLDER MANAGEMENT PROCESS

Many projects fail to achieve their purpose due to poor approach to it stakeholder management practices. There are three basic steps involved in stakeholder management in construction projects, these include the identification of the type of stakeholder, analyzing the identified stakeholder and finally classifying the stakeholder and formulating strategies to effectively manage the stakeholder (Cleland, 1999). These steps allow the use of impact/probability matrix analysis by (Bourne and Walker 2005) to gain stakeholders support for implementing a strategy and action. The next step is to have clear understanding of where each stakeholder lies in the grid. According to Cleland (1986) and Jergeas et al. (2000) to manage the stakeholder relationship efficiently is an important key to project success. (Karlsen, 2002) Also state that, stakeholder management is an effective means of addressing issues regarding stakeholder interest and developing a harmonized stakeholder relationship in a hostile project environment. Young (2006) shares the view that stakeholder management should include identifying, gathering information and analyzing stakeholders influence through a systematic approach. It is in acknowledgement of the importance of project stakeholder management that the Project Management Institute has dedicated a complete chapter in its “Guide to the Project Management Body of Knowledge (PMBOK), fifth and the sixth edition” to “Project Stakeholder Management”, which wasn’t the case in previous editions

where it is recognized as only a section. Figure 7 shows project management of stakeholders as interpreted by Cleland (1986).

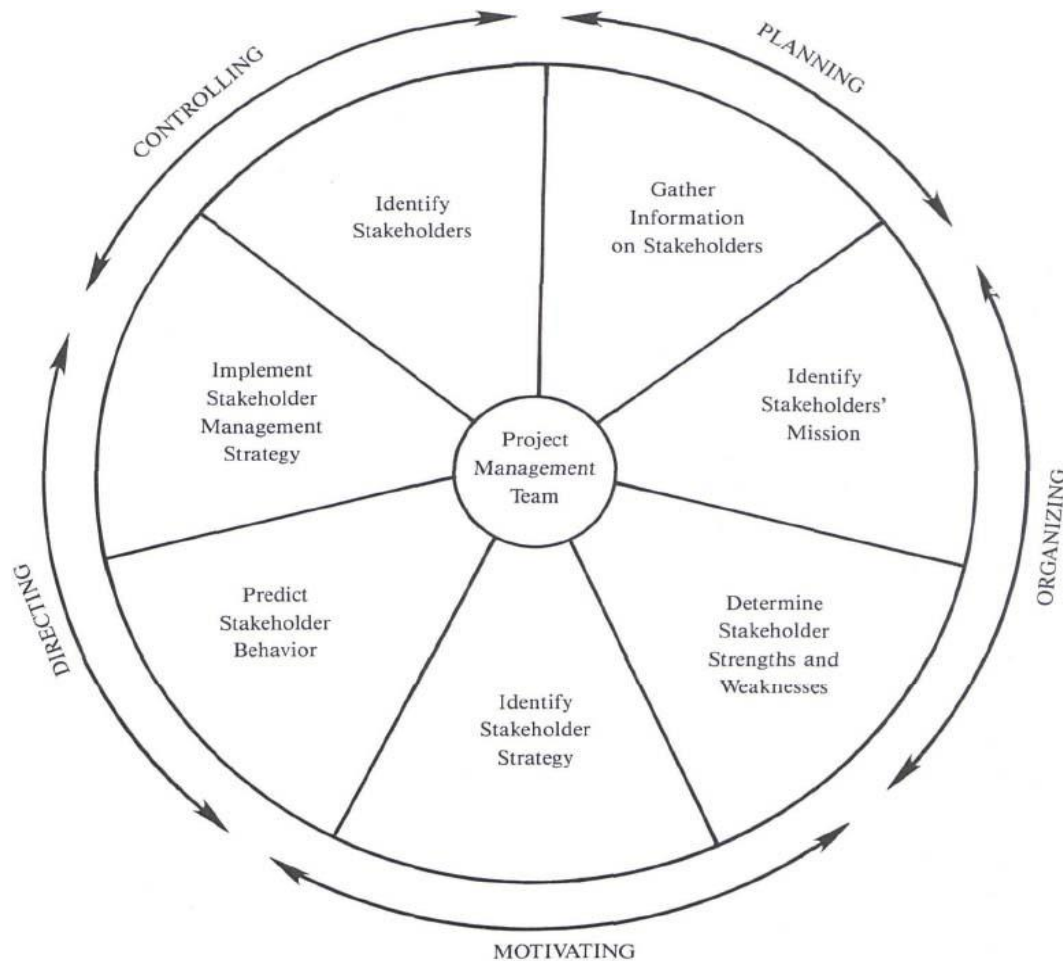


Figure 2.3 Project Stakeholder Management Process

SOURCE: CLELAND, (1986)

Communication in construction project management is by far the most important and essential means to gain the affirmation, trust and loyalty of all stakeholders involved in a project (Briner et al. 1996). The planning and Effective dissemination of information on a regular basis with all stakeholders is needful for the success of the project (Briner et al. 1996; Cleland 1995). In addition to this, Weaver (2007) believes that project managers are expected to create a positive culture

change within the overall organization. Stötzer emphasized strongly puts a stronger emphasis on the relevance of frequent communication between managers and stakeholders. Pointing to the fact that interacting with someone always requires some level of skills, the author considered developing communication strategies as a very critical component of successful stakeholder management (Stötzer, 2009). Similarly, Simoes et al. (2005) state that “Whether a company communicate or not it does influence how its brands are perceived. An integrated communications process is a guiding principle to a firm’s overall business philosophy and mission that seeks to minimizes the likelihood of contradictory messages” while (Johansen and Ellerup-Nielsen 2012). also believe that” A complexity with communications in this context is the necessity for a corporation to be seen to adapt to the social and environmental standards that are set to obtain organizational legitimacy, and at the same time exhibit differentiation”. A firm’s communication strategy starts from identifying and assessing stakeholders classifying and categorizing them based on (Mitchell et al., 1997) salience model, (Johnson and Scholes 1999) power/interest matrix and (winch, 2010). categorization of stakeholders and managing of communication between an organization and its publics” will not only create awareness of an organization’s values and intentions but will also foster a good relationship affect the stakeholders positively especially when dealing with a complex project environment (Grunig and Hunt 1984).

2.9 STAKEHOLDERS’ INVOLVEMENT

Stakeholder involvement is a topic that has gained global recognition (Wells and White 1995; Salm et al. 2000; Caddy 2000; NEA/OECD 2004; NEA/OECD 2011). Today, many organizations hold stakeholder involvement as an essential element of decision making especially in situations where there is an overwhelming social dimension to the decisions. Also, involving stakeholders particularly local communities in decision making on activities aimed at bringing development to

the host community is considered important particularly for achieving a long-term goal in relationship sustainability. Southgate and Sharpley (2002) observed that 'stakeholders must be the architects and orchestrators of sustainable development rather than mere receivers of a model of sustainable development created in the world' (Choi, 2002). The lack of involvement of stakeholders, particularly the participation of the members of community in any development process, may inflict negative socio-cultural effect for surrounding communities. The involvement of local inhabitants in development processes is likely to assist the formulation of more precise decisions and to create that sense of belongingness and promote local motivation (Hall, 2000).

5. External private parties: these incorporate nearby occupants/neighboring networks, neighborhood landowners, archeologists, earthy people/preservationists' rivals, the media, and others. The essential enthusiasm of nearby occupants is the way the venture influences their comfort and quick condition; neighborhood arrive proprietors are occupied with ensuring that their advantage won't be harmed by the undertaking; the hippies are keen on shielding the earth from contamination as well as pulverization; the contenders endeavor to increase upper hand by their activities; the media impact the impression of individuals about the notoriety of the task; and others incorporate those whose association with the task isn't promptly clear however whose help might be useful to the achievement of the undertaking. These five gatherings of interests can be assembled into inner and outer partners: the customers, experts and temporary workers are considered as the inside partners while the outside open and outer private gatherings are considered as the outside partners in development ventures. Notwithstanding, it is workable for an administration specialist to be an inside partner on one anticipate for which it is the obtaining element; and in the meantime an outside partner on another undertaking which it is just controlling through approach and control. In rundown, development extends in a run of the mill mining

network being supported by a mining organization include a different scope of partners all or some of which may have varying interests all through the task life cycle. These interests may struggle given their decent variety; in this way, partner administration is important for development extends inside a host network.

2.10 THE CHALLENGES IN ENGAGING STAKEHOLDERS

Engaging stakeholders in project planning and design has been recognized by most organization as an important aspect to be included in community projects management since there are various stages that need to be managed in a systematic manner and offering opportunities for companies to achieve mutual benefits by becoming more collaborative with host communities. it is however very important also to acknowledge the inherent challenges and tradeoffs that are involve in this process and the need for proper management approach becomes very essential. Management mostly consist of planning the work, organizing and staffing, leading or directing, monitoring and controlling the activities of the organization. These will require deployment and manipulation of human resources, financial resources, technological resources, and natural resources (Peter, 2007). According to the RIBA, as cited by (Chinyio and Olomolaiye 2010) a construction development project comprises of twelve key elements within five main stages: (1) the pre-design stage: the inception, the feasibility and the outline proposals; (2) the scheme design stage; (3) the detailed design stage; (4) the tendering stage: production information, bills of quantity and tender action; (5) the construction stage: project planning and operations on site and the completion and feedback stage. The identification of challenges is crucial if the project stakeholders are to be managed. In the views of (Ismodes, 1997; Carroll and Buchholtz, 2006), Failure to manage stakeholders' interest can be detrimental to the organization's survival as this could trigger conflicts with the local communities which could give negative publicity for the company putting their operation

license in jeopardy. It could also complicate decision-making process which in the long run can affect time delays and associated cost overruns. Stakeholder engagement requires additional time and resources especially where resources are limited, stakeholder engagement must be carefully planned to ensure the results are sufficient Haddaway et al., (2017). Tuchman (1984) also identifies some challenges in stakeholder management where she states that ignoring the involvement of interest groups will affect information flow needed for planning and execution of a successful project. Nutt (2002) made an incredible revelation after examine 400 strategic decisions and discovered that half of the decisions 'failed' because they were not implemented, only partially implemented or otherwise produced poor results and in addition to that most decision makers failed to attend to interests and information held by key stakeholders. Other uncertainty and problems create by stakeholders that contribute to project failure include inadequate resources assigned to the project, poor communication, unfavorable news about the project in the press, changes in the scope of work, and negative or hostile community reactions to the project (Kalsen, 2002). A study conducted by Karlsen (1998) discovered that stakeholders create both uncertainty and problems in project execution. From the study, such uncertainties and problems are caused by unclear stakeholder expectations because they do not understand the details and specifications and their role in the project political guidelines. Kastner (2010), also highlights three major sources of Stakeholder Management challenges:

1. Unclear Stakeholders- where he explains that these are the type of stakeholders who do not clearly articulate enough or who are not open and honest about their interests and expectations
2. Unidentified Stakeholders- these are another type of stakeholders who were not identified early in the project.

3. Unreasonable Stakeholders- these are those who do not embrace what some refer to as reason and the laws of the organization.

2.11 STAKEHOLDER MANAGEMENT PROCESS OF GOLD FIELDS GHANA LIMITED

Organizations have embraced the need to manage relations with key stakeholders such as shareholders, customers, employees, the local community, government, the media and the general public (Lee 2007). Friedman writes, “It may be in the long-run interest of an organization that is a major employer in a small community to devote resources to providing amenities to that community or to improving its government” (Friedman 1962: 133). It is also worth to emphasized that the relationship between stakeholders and organization are based on the dependency on certain resources, which are vital to organizations and their loss “may place its survival in jeopardy” (Neville *et al.*, 2005,). Stakeholder management has for since a long time ago battled for acknowledgment inside the key administration. Since it started production in 1998 Gold Fields Ghana Limited have increasingly sought to respond to global trends by incorporating stakeholder engagement best practices for an enhanced social maintainability and social execution standards into authoritative administration thinking about these ideas and their handy usage in the business condition. related with this emphasis on social execution, has been a developing enthusiasm for partner related ideas of administration, together with a drive to upgrade the key estimation of corporate interchanges capacities, for example, partner commitment, network counsel and social hazard administration - essentially to enhance corporate responsiveness to the social condition. The Company believes that community relations is more than easygoing communication with different network pioneers and consistence with directions. It is a genuine, vital basic key to the long haul maintainability of it task. It sets up trust and includes building maintainable connections

in and with those influenced networks (and past) and shows comprehension of and effect to network concerns and issues. It is the duty of each and every Gold Fields representative and temporary workers – with the tone being set by top administration to keep up great Relations in the entirety of her catchment networks. To merit and assert its social license to operate, Gold Fields must achieve the support and cooperation of host communities and governments where the Company operates these communities are **New-Atuabo, Samahu, Pepesa, Tebe, Abekoase, Huniso, Badukrom, Brahabobome, Wangarakrom and Akoon**. The basic is to manufacture dependable connections of shared trust and regard with have networks, exhibiting obviously the social and monetary advantages of mining to the community. At the point when partners have a chance to effectively partake in the basic leadership on asset improvements and guarantee the undertaking is steady with their qualities and employments, their experience of those advancements has a tendency to be more positive and their states of mind toward ventures more strong. Network relations, straightforwardness and open interest are pivotal at each period of a venture and ought to be a ceaseless piece of the mine life cycle from investigation to conclusion.

2.12 CAUSES OF THE CHALLENGES OF STAKEHOLDER MANAGEMENT

This section discusses the events that can block the effective achievement of stakeholder management. Smyth et al. (2010), indicated that, the unavailability of human and capital resources is a major cause of the challenges associated with effective stakeholder management. Thus, these resources are a pre-requisite for effective stakeholder management. Also, there are usually constraints on schedule imposed the client. This hinders the contractor and other stakeholders in implementing effective stakeholder management practices. Bourne (2009), indicated that, conflict of interest among stakeholders can be a significant cause of the barriers associated with stakeholder management practices. Another major cause to the barriers of effective stakeholder management

are the various barriers to communication like cultural differences and personal preferences. Other causes of the challenges are;

- Lack of effective communication: Poor communication can cause a huge problem in the management of stakeholders. Various barriers to communication can impede the successful transfer of information and getting a feedback.
- The problem of cultural differences among stakeholders: Variances in cultural heritage can lead to various misunderstandings among stakeholders and project managers. This can impede the successful management of stakeholders in a project and subsequently lead to project failure.
- The degree of which stakeholders agree or disagree to issues; If stakeholders normally disagree to issues, it slows down the project and can cause delays in the project causing it to end as a failure in terms of time
- Unexpected changes in specifications; Sudden change of specifications or scope and ignite resistance from stakeholders impeding the successful management of stakeholders.
- The problem of having interest of several stakeholders in a project; If the number of stakeholders to manage are numerous, it will affect the successful management of the stakeholders.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the research methodology adopted for the study. The research methodology provides the researcher the directions and approaches that can be adopted in order to successfully achieve the research aim and objectives. This chapter discussed the research strategy, research design, research approach, research method, data collection, questionnaire development, questionnaire administration and data analysis.

3.2 RESEARCH STRATEGY

The research strategy adopted for this study is purely quantitative. Bryman (2004), indicated that, the quantitative research is concerned with the measurement and collection and analysis of data. Quantitative research normally deals with numerical data. However, Agbodjah (2008), indicated that, the nature of quantitative research strategy in terms of its epistemological and ontological features make it more than a mere presentation of numbers. The quantitative research strategy can also be described as a situation where the researcher employs a post-positivist claim in an investigation to develop knowledge and explore relationships among variables in terms of hypothesis or research questions, postulating objectivity as a hallmark requiring validity, reliability and exclusion of bias (Creswell, 2003). The quantitative research strategy best fits for this study as it mainly involves providing answers to questions relating to what, how much, how many etc., which involves measurement (Bryman, 2004).

3.3 RESEARCH DESIGN

Creswell (2009), described research design as the logical procedures adopted in order to accomplish the aim and objectives by answering the research questions. Also, Creswell (2009) indicated that, the type of research design adopted is affected by the philosophical views, strategy or procedures adopted by the study to arrive at a valid conclusion. There are basically two (2) forms of research design. These are the explanatory research design and the descriptive research design (Creswell, 2009). The explanatory research design provides the causal relationship between one concept and the other while the descriptive research design gives a vivid description of a phenomenon (Creswell, 2009). The aim of this study is to investigate critical stakeholder management issues of construction projects within host mining communities. With the aim of this study, the descriptive research design was deemed more appropriate as an accurate description of stakeholder management was provided in the study.

3.4 RESEARCH APPROACH

Creswell (2013), defined a research approach as the procedures adopted for a research from the stage of general assumption to the stage of data interpretation. There are basically two forms of research approach. These are the deductive research approach and the inductive research approach.

The deductive research approach concentrates on what is known already. They include existing theories or ideas about a concept through identification and testing of a theory through observation to confirm the theory (Ofori-Kuragu, 2013). The deductive research approach involves a top-down approach in the formulation of the theory and testing of hypothesis with no influence from the researcher.

On the other hand, the inductive research approach is basically adopted in theory building. Theory building begins with the study of specific instances of issues through the identification and

development of patterns from the analysis of data gathered (Ofori-Kuragu, 2013). The inductive research approach adopted the down-up approach where the study concentrates on specific issues to the broad generalization of specific situation. In most situations, the qualitative research strategy is employed for such studies.

3.5 DATA COLLETION

Data collection is a very important of aspect of a social research. It aids the researcher to make inferences by comparing the opinion of the respondents to that of literature. This section discusses the data collection process by introducing the population of the study, the sample size and the sampling technique. This section also discusses the nature of the questionnaire and how it was distributed.

3.5.1 Population, sample size and sampling technique

The population for this study is construction firms and consulting firms working at the eight selected local communities of Gold Fields Ghana Limited catchment area where various infrastructure projects ranging from Roads, Sports stadium, Clinics, Mechanized Boreholes and Schools are being constructed. There are twenty-four (24) construction firms working in the eight (8) selected communities. Ten (10) are working as main contractors whiles fourteen (14) are working as sub-contractors which includes works subcontractors (6), goods suppliers (5) and specialist service sub-contractors (3). There are also seven (7) different consulting firms on the project. Therefore, the population of the study is thirty-one (31) respondents as shown in table 3.1.

Due the readily availability of the respondents, the census survey was used. The census survey involves every member of the population. Thus, in all, thirty-one (31) questionnaires were distributed and all were retrieved.

Table 3.1: Population distribution

Respondents	Number
Main contractors	10
Works sub-contractors	4
Goods suppliers	7
Specialist service	3
Consulting firms	7
Total	31

Source: Field survey, (2018)

3.5.2 Questionnaire development and administration

Questionnaire aids in the collection of data from the various respondents. Structured questionnaire was developed using Microsoft Word 2016. The questionnaire was divided into four (4) sections. The section A concentrated on the background of the respondents whiles the other three sections focused on the various objectives of the study. Each objective took one section. The respondents rated their responses using the five-point Likert scale as shown in the Appendix of the study.

The questionnaire was self-administered by the researcher. The questionnaire administration took two (2) weeks. The respondents were quite responsive to the questionnaire and thus, all the thirty-one (31) questionnaires distributed were retrieved.

3.7 DATA ANALYSIS

The data collected was first entered into the SPSS software version 20. They were then analyzed using percentages and the means. The section A of the questionnaires was analyzed using

percentages whiles the other sections were analyzed using the mean score ranking. The analysis aided in making inference about the data collected from the respondents

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

In order to achieve the aim of the study, three (3) objectives were set, which were to assess the stakeholder management approach of Gold Fields Ghana limited as against relevant literature reference to construction projects within host communities, to identify the stakeholder management challenges on construction project management within host communities and to identify the causes of the challenges associated with stakeholder management within host communities. Each of the objectives were analyzed using the mean score ranking. The respondents background of information was analyzed using the percentages and discussed using tables and text. The outline of this chapter includes a discussion of the background of the respondents followed by discussion of the various objectives of the study.

4.2 BACKGROUND OF THE RESPONDENTS

Prior to the questions on the objectives of the study, the respondents were asked to indicate some information on their background. They were asked to indicate the number of projects the have worked on for Gold Fields Limited, the number of years they have worked with Gold Fields sponsored construction, their level of education and their work title. A summary of their responses is shown in table 4.1.

With regards to the first question where the respondents were asked to indicate the number of projects they have worked on with Gold Fields, 29.00% indicated 1 to 5 while 12.90 indicated 6 to 10. 16.10% ticked 11 to 15 and 41.90% ticked over 15 projects. The responses indicate that, the respondents had substantial knowledge in working with Gold fields Ghana limited.

Table 4.1: Background of the respondents

SN	VARIABLE	PERCENTAGE
Number of projects		
1	1 to 5	29.00
2	6 to 10	12.90
3	11 to 15	16.10
4	Over 15	41.90
Years of work		
1	1 to 5 years	54.80
2	6 to 10 years	22.60
3	11 to 15 years	12.90
4	Over 15 years	9.70
Education		
1	HND	40.00
2	Bsc	40.00
3	Msc	16.10
4	MBA	3.20
5	PhD	3.20
Job title		
1	Project Manager	22.60
2	Contractor	54.80
3	Supplier	22.60

Source: Field survey, (2018).

The respondents were also asked to indicate the number of years they have worked with Gold fields Ghana. As shown in table 4.1, a majority of the respondents had worked on within 1-5 years. Also about 20% of the respondents ticked above 11 years of experience. Thus, the respondents also had adequate experience in working with Gold fields Ghana.

The next question wanted to ascertain the highest education level of the respondents. Majority of the respondents had HND and BSC. One of the respondents had a PhD contributing a percentage of 3.20. Therefore, the respondents had substantial knowledge in to answer the questionnaire.

With regards to indicating their job title. 22.60% were projects managers, 54.80% were contractors and 22.60% were suppliers.

4.3: STAKEHOLDER MANAGEMENT PROCESS

With the first objective, the respondents were asked to indicate the stakeholder management process that contractors normally use at Gold fields Ghana Limited. Their responses were ranked by their mean and shown in table 4.2. Any factor with a mean of below 3.0 was deemed to be seldomly practices. The ranking indicates that, the contractors normally do stakeholder identification which is the first step of stakeholder management. Cleland (2002), posited that, the process of identifying stakeholders in construction is a very significant step in their management.

However, the responses indicate that, the contractors normally fail to gather information on the stakeholder. According to Young (2006), stakeholder management includes identifying and gathering information about the stakeholder which aids in the analysis of the stakeholder. Thus, gathering information is a very crucial step in stakeholder management and must not be ignored. Furthermore, the responses indicated that, the contractors normally fail to determine the strength and weaknesses of the stakeholders. Cleland (1986), recognized it as a very crucial step in stakeholder management and hence must be practiced at all times.

Table 4.2: Stakeholder management process

DESCRIPTION	MEAN	STD	RANK
Identify stakeholders	3.35	1.326	1 ST
Implement stakeholder management strategy	3.29	1.253	2 ND
Identify stakeholders' mission	3.19	0.973	3 RD
Predict stakeholder behavior	3.10	1.016	4 TH
Identify stakeholder strategy	3.03	0.795	5 TH
Determine stakeholder strengths and weaknesses	2.97	0.703	6 TH
Gather information on stakeholders	2.65	0.755	7 TH

Source: Field survey, (2018).

4.4 CHALLENGES ASSOCIATED WITH STAKEHOLDER ENGAGEMENT

With the second objective, the respondents were asked to rate the severity of the challenges facing construction firms in stakeholder engagement at Gold Fields Ghana limited. Engaging stakeholders is basically directed towards reaching an agreement based on the mutual respect, dialogue and collaboration leading to the reduction of litigations between management. This aids in the smooth execution of a construction project. However, there are challenges that hinders this process. The respondents indicated that, frequent changes in the scope of work is a significant challenge to stakeholder engagement. Kalsern (2002), acknowledged the fact that frequent changes in the scope of works pose a major challenge to stakeholder engagement. A change in scope of works may send wrong signals to other stakeholders which may cause agitations and conflicts.

Also, the respondents indicated that, unidentified stakeholders can pose a challenge to stakeholder involvement. Unidentified stakeholder was described by Kastner (2010), as the stakeholders that

were not identified by the firm execution the project. It is not possible to engage stakeholders that are not identified. Therefore, the respondents deemed it as the second most severe challenge.

Unclear stakeholder was ranked third, however, it had a mean of below 3.0. These forms of stakeholders were described by Kanstner (2010), as those stakeholders who are not open about their interests and expectations. Nevertheless, the respondents deemed it as insignificant.

Table 4.3: Challenges associated with stakeholder engagement

DESCRIPTION	MEAN	STD	RANK
Changes in scope of work	3.39	1.054	1 ST
Unidentified stakeholders	3.06	0.551	2 ND
Unclear stakeholders	2.74	0.30	3 RD
Lack of support from stakeholders	2.65	0.854	4 TH
Negative community reactions to the project	2.52	0.962	5 TH
Poor relationship among stakeholders	2.52	0.902	5 TH
Inadequate resources assigned to the project	2.29	0.626	7 TH

Source: Field survey, (2018).

4.5 CAUSES OF THE STAKEHOLDER ENGAGEMENT CHALLENGES

For the third objective, the respondents were asked to indicate the causes of the challenges. The first ranked factor was lack of effective communication followed by lack of knowledge of stakeholder engagement. The third ranked factor was unsupportive top management.

Lack of effective communication can cause a major problem in the management of stakeholders. Various barriers that impede the successful transfer of information hinders the effective management of stakeholders.

Lack of knowledge of stakeholder engagement is a very significant cause of the challenges associated with stakeholder management. Not adequately planning for the project also cause challenges in stakeholder management. Planning for a project includes detailing out strategies to identify and manage stakeholders. If this is not satisfactorily done, it generates a ripple effect the creates significant challenges in managing the stakeholders. Therefore, the respondents deemed it as a very significant cause of stakeholder management challenges.

For unsupportive top management, if the management of the firm are not geared towards the management of stakeholders, it poses a big challenge in managing the needs of stakeholder. Thus, it was ranked as the most significant cause of the challenges to stakeholder management.

Table 4.4: Causes of the challenges associated with stakeholder engagement

DESCRIPTION	MEAN	STD	RANK
Lack of effective communication	3.97	1.025	1 ST
Lack of knowledge on stakeholder engagement	3.87	0.562	2 ND
Unsupportive top management	3.84	1.358	3 RD
Lack of human personnel to manage stakeholders	3.42	0.779	4 TH
Cultural differences	3.35	0.912	5 TH
Unexpected specification changes	3.13	0.798	6 TH
Poor planning	2.39	0.957	7 TH

Source: Field survey, (2018).

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter discusses the summary of findings, limitations of the study, draw conclusions and make recommendations. Also, this chapter summarize all the discussions ensued in all the previous chapters. This study begun with the aim of investigating the critical stakeholder management issues of construction projects within host mining communities. With the aim, three objectives were set which were to assess the stakeholder management approach of Gold Fields Ghana limited as against relevant literature reference to construction projects within host communities, to identify the stakeholder engagement challenges on construction project management within host communities and to identify the causes of the challenges associated with stakeholder engagement within host communities. An extensive review of literature was conducted on all the concepts and subsequently, a structured questionnaire was designed to gather information from the respondents. The data was analyzed using the mean score ranking. The summary of the findings is discussed in the section below.

5.2 SUMMARY OF FINDINGS

The objective one sought to identify the stakeholder management approach used in construction projects in the host communities as against relevant literature reference. The stakeholder management process as identified in literature included identification of the stakeholders, gathering information on stakeholders, identification of stakeholder's mission, determination of stakeholder strength and weaknesses, identification of stakeholder strategies, prediction of stakeholder behavior, implementation of stakeholder management strategy. From the analysis, it was realized that, the respondents normally do stakeholder identification which is the first step of

stakeholder management. However, the responses indicated that, the contractors normally fail to gather information on the stakeholder. Furthermore, the responses indicated that, the contractors normally fail to determine the strength and weaknesses of the stakeholders.

The objective two sort to identify the stakeholder management challenges on construction project management within host communities. From the analysis it was realized that, frequent changes in the scope of work is a significant challenge to stakeholder engagement. Also, the respondents indicated that, unidentified stakeholders can pose a challenge to stakeholder involvement. Unclear stakeholder was ranked third, however, it had a mean of below 3.0.

The objective three sort to identify the causes of the challenges associated with stakeholder management within host communities. From the analysis, the first ranked factor was lack of effective communication followed by lack of knowledge of stakeholder engagement. The third ranked factor was unsupportive top management.

5.3 CONCLUSION

Stakeholder management and engagement is a significant aspect of construction project management. Therefore, it has gained high popularity among researchers. Effective stakeholder management has an impact on the performance of a construction project, therefore, construction managers should endeavor to apply this concept in effectively managing stakeholders. This study demonstrated that, there are significant challenges that affects stakeholder engagement. Furthermore, the study identified the causes of the challenges. Based on this, recommendations were made to improve the execution of stakeholder management and engagement.

5.4 RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made;

1. Construction managers must endeavor to execute all the processes involved in stakeholder management as all of the steps are of equal significance. This will aid the construction firm in reaping the full benefits of stakeholder engagement in construction projects
2. Management of construction firms should ensure they employ the requisite resources in managing stakeholders so as improve the probability of achieving project success.
3. Consulting firms must also advice the clients on the benefits of ensuring the contracting has the requisite resources in managing stakeholders.

5.5 LIMITATIONS OF THE STUDY

This study could not exhaust all that is in stakeholder management and engagement. However, the aim of the study was successfully realized. This study was limited to only contractors who have being engaged by Goldfields Ghana limited. Further studies can be expanded to include a wide range of contractors as a way of expanding the scope.

5.6 FUTURE RESEACH

Further studies could be conducted on the critical stakeholder management issues of construction project management to include a wide range of all stakeholders. It would be important to identify the challenges and the causes of the challenges from both internal and external stakeholders in managing construction project in the host mining communities.

REFERENCES

- Aaltonen, K., and Kujala, J. (2010), A project lifecycle perspective on stakeholder influence strategies in global projects, “*Scandinavian Journal of Management*”, Vol. 26, No, 4, pp. 381-397.
- Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), Stakeholder salience in global project, International, “*Journal of Project Management*”, Vol. 26, pp. 509-516.
- Agbodjah, L.S. (2008). Framework for Large Construction Companies, Unpublished Doctor of Philosophy Thesis Submitted to the *School of Graduate Studies*, Kwame Nkrumah University of Science and Technology, Kumasi.
- Bal, M., Bryde, D., Fearon, D. & Ochieng, E., 2013. Stakeholder Engagement: Achieving Sustainability in the Construction Sector.. Sustainability, Volume 6, pp. 695-710
- Boesso, G., and Kumar, K. (2009), Stakeholder prioritization and reporting: Evidence from Italy and the US. *Accounting Forum*, Vol. 33, No. 2, pp 162–175.
- Bourne, L. (2005), Project relationship management and the stakeholder circle, Doctoral thesis, “*Graduate School of Business, Melbourne*”, RMIT University.
- Bourne, L. and Walker, D.H.T. (2005), Visualizing and mapping stakeholder influence. *Management Decision*, Vol. 43, No. 5, pp.649–660
- Briner, W., Hastings, C. and Geddes, M. (1996), *Project Leadership*, Aldershot, England: Brookfield.
- Bryman, A. (2004). Social Research Methods. 2nd Edition, *Oxford University Press*.

- Carroll, A. B., and Buchholtz, A. K. (2006), *Business and Society: Ethics and Stakeholder Management*. Ohio: Thomson / South-Western.
- CADDY, J., (2000). Legal and institutional frameworks for government relations with citizens. Stakeholder confidence and radioactive waste disposal, Inauguration, First Workshop and Meeting of the NEA Forum on Stakeholder Confidence in the Area of Radioactive Waste Management pp. 85.
- Chinyio, E. (2010), Case studies. In: *Chinyio, E. and Olomolaiye, P. (Eds.) Construction Stakeholder Management*, John Wiley & Sons Ltd, United Kingdom, 350 – 376.
- Chinyio, E. A. and Akintoye, A. (2008), Practical approaches for engaging stakeholders: findings from the UK, “*Construction Management and Economics*”, Vol. 26, No. 6, pp. 591-599.
- Choi, R. K. (2002) The economic aspects of tourism of Jeju Island, in *The economic impact of tourism in the island of Asia and the Pacific*, Madrid: WTO.
- Clark (1984), Mountain Tourism for Local Community Development in Nepal: A Case Study of Syaprhubesi, Lantang National Park. Kathmandu, “*International Centre for Integrated Mountain Development CABI publications*”, pp.86 -92.
- Clarkson, M.B.E. (1995), A stakeholder Framework for Analyzing and Evaluating Corporate Social Performance, “*Academy of Management Review*”, Vol. 20, pp. 65-91.
- Cleland, D. I. (1985), A strategy for ongoing project evaluation, “*Project Management Journal*”, Vol. 16, No. 3, pp. 11–17.
- Cleland, D. I. (1986), Project stakeholder management, “*Project Management Journal*”, Vol. 17, No. 4, pp 36–44.

- Cleland, D. I. (1995), Leadership and the project management body of knowledge, “*International Journal of Project Management*”, Vol. 13, No. 2, pp. 82-88.
- Cleland, D. I. (2002), Project Management: Strategic Design and Implementation, 4th edition, McGraw-Hill, London.
- Cleland, D.I. (1999), *Project Management Strategic Design and Implementation*,
- Creswell, J.W. (2013). Research Design_ Qualitative, Quantitative, and Mixed Methods Approaches 4th ed., *SAGE Publications, Inc* Carlifonia.
- Creswell, J.W. (2003). Research design Qualitative quantitative and mixed methods approaches 2nd ed., *SAGE Publications, Carlifonia*.
- Creswell, J.W. (2009). Research Design: Qualitative, Quantitative and Mixed App
- Donaldson, T., and Preston, L. E. (1995), The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications, “*The Academy of Management Review*”, Vol. 20, No. 1, pp. 65–91.
- Elias, A. A., and Cavana, R. Y. (2000), Stakeholder Analysis for Systems Thinking and Modelling. *Operations Research Society Conference*.
- Eskerod, P., Huemann, M., and Savage, G., (2015), Project stakeholder management — past and present, “*Project Management Journal*”, Vol. 46, No. 6, pp. 6–14.
- Ezekiel Chinyio and Paul Olomolaiye (2010), Construction Stakeholder Management: A John Wiley & Sons, Ltd., Publication www.wiley.com/wiley-blackwell.
- Freeman, R. E. (1984), Strategic Management: A Stakeholder Approach. Cambridge: Cambridge University Press.

- Freeman, R. E., Harrison, J. S. and Wicks, A. C. (2007), Managing for stakeholders: Survival, reputation, and success. *Yale University Press*.
- Freeman, R.E. and J. McVea (2001), A Stakeholder Approach to Strategic Management, in M. Hitt, R.E. Freeman, & J. Harrison (eds.), *Handbook of Strategic Management*, pp. 189-207, Blackwell Publishing, Oxford, UK
- Freeman, R. E. (2001) Stakeholder Theory of the Modern Corporation, *Perspectives in Business Ethics* *Sie*, Volume 3, p. 144.
- Friedman, A. L. and Miles, S. (2006), Stakeholders: theory and practice. Oxford: Oxford University Press.
- Friedman, M. (1962), *Capitalism and Freedom*, Chicago: University of Chicago Press.
- Gable, C. and Shireman, B. (2005), Stakeholder Engagement: A Three-Phase Methodology, “*Environmental Quality Management*”, Vol. 14, No. 3, pp. 9-24.
- Gibson, K. (2000), The moral basis of stakeholder theory. *Journal of Business Ethics*, Vol. 26, No. 3, pp. 245-257.
- Gold Fields Ghana Limited (2015), COMMUNITY RELATIONS AND STAKEHOLDER ENGAGEMENT HANDBOOK: SUMMARY/June.
- Green wood, M. (2007), Stakeholder Engagement: Beyond the Myth of Corporate Responsibility, “*Journal of Business Ethics*”, Vol. 74, no. 4, pp. 315-327.
- Grunig, J. E. and Hunt, T. (1984), Managing Public Relations, Holt, Rinehart and Winston, New York

- Haddaway, N.R., Kohl, C., Rebelo da Silva N., Schiemann, J., Spök, A., Stewart, R., Sweet J. B. and Wilhelm, R. (2017), A framework for stakeholder engagement during systematic reviews and maps in environmental management, “*Journal Environmental Evidence*”, DOI 10.1186/s13750-017-0089-8.
- Hall, C. M. (2000). Tourism planning: Policies, processes, and relationships. New York: Prentice Hall.
- IFC (2007), Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets (www.ifc.org).
- Institute for Social, Ethical Account Ability, (1999), AA 1000 Framework – Standards, Guidelines and Professional Qualifications (ISEA, London).
- Ismodes, A. (1997), Socio-economic aspects in water resources development, Stockholm, Sweden: Avdelningen för Vattenbyggnad, Kungliga Tekniska Högskolan.
- Jawahar, I.M. and McLaughlin, G.L. (2001), Toward a descriptive stakeholder theory: An organizational life cycle approach, “*Academy of Management Review*”, Vol. 26, pp. 397-414.
- Jepsen, A. L. and Eskerod, P., (2009), Stakeholder analysis in projects: Challenges in using current guidelines in the real world, “*International Journal of Project Management*” Vol. 27, No. 4, pp.335- 343.
- Jergeas, G. F., Williamson, E., Skulmoski, G. J. and Thomas, J. L., (2000), Stakeholder management on construction projects. *AACE International Int. Transactions* 12: pp. 1-5.

- Johnson G. and Scholes K. (1999), *Exploring Corporate Strategy* (5th ed). Harlow/Essex: Pearson Education Ltd.
- Johnson, G., Scholes, K. and Whittington, R. (2005), *Exploring Corporate Strategy: Text and Cases, 6th ed*, Financial Times/ Prentice Hall, Harlow.
- Johansen T.S, Nielsen A. E (2012) CSR in corporate self-storying—legitimacy as a question of differentiation and conformity. *Corp Comm An Int J* 17(4):434–448
- Karlsen, J. T. (1998). —Mestring av omgivelsesusikkerhet – en empirisk studie av prosjekter,|| Ph.D. Thesis, Norwegian University of Science and Technology
- Karlsen, J. T. (2002), Project Stakeholder Management, “*Engineering Management Journal*”, Vol. 14, No. 4, pp. 19–24.
- Kastner, R. (2010), Why Projects Succeed: Stakeholder Management Challenges Justification for Planning'. *Planning Theory*, 1:2 pp. 168 -187.
- Laplume, A. O., Sonpar, K. and Litz, R. A. (2008), Stakeholder theory: reviewing a theory that moves us, “*Journal of Management*”, Vol. 34 No. 6, pp 1152-1189.
- Lee, K. H. (2007), Corporate Social Responsiveness in the Korean Electronics Industry, “*Corporate Social Responsibility and Environment Management*”, Vol. 14, pp. 219-230.
- Leung, M. and Olomolaiye, P. (2010), Risk and construction stakeholder management. *In: Chinyio, E. and Olomolaiye, P. (Eds.) Construction Stakeholder Management*, John Wiley & Sons Ltd, United Kingdom, pp. 75 – 98.

- Mathur, V. N., Price, A. D. F. and Austin, S. (2008), Conceptualizing stakeholder engagement in the context of sustainability and its assessment, “*Construction Management and Economics*”, Vol. 26, No. 6, pp. 601-609.
- McElroy, B. and Mills, C. (2000), Managing stakeholders, Cited in Turner, J.R. and Simister, J.S. (eds) *Gower Handbook of Project Management 3rd ed*, Gower Publishing Limited, Hampshire.
- Mendelow A (1981), *Environmental scanning: the impact of stakeholder concept. In: Proceedings of the second international conference on information systems*, Cambridge, Mass.
- Mitchell, R. K., Agle, B. R., and Wood, D. J. (1997), Toward a Theory of Stakeholder Identification and Salience, “*Defining the Principle of Who and What Really Counts. Academy of Management Review*”, Vol. 22, No. 4, pp. 853–886.
- Mok, H-F., V.G. Williamson, J.R. Grove, K. Burry, S.F. Barker, and A.J. Hamilton, (2013), Strawberry fields forever? Urban agriculture in developed countries: a review “*Agronomy for Sustainable Development*” Vol. 24, pp. 21–43.
- Neville, B. A., Bell, S. J., and Menguc, B. (2005), Corporate reputation, stakeholders and the social performance - financial performance relationship, “*European Journal of Marketing*”, 39 (9/10), 1184–1198. <http://dx.doi.org/10.1108 /03090560510610798>.
- Newcombe, R. (2003), From client to project stakeholders: a stakeholder mapping approach, “*Construction Management and Economics*”, Vol. 21, No.8, pp. 841-848.
- Nguyen N. H., Skitmore, M, & Wong J. K. W., (2009), Stakeholder impact analysis of infrastructure project management in developing countries: a study of perception of project

- managers in state-owned engineering firms in Vietnam, “*Construction Management and Economics*”, Vol. 27, No. 11, pp 1129-1140.
- Nutt, P. and Backoff, R. (2002), Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders San Francisco, CA: Jossey-Bass.
- Nutt, P. (2002) Why Decisions Fail: Avoiding the Blunders and Traps That Lead to Debacles, San Francisco, CA: Berrett-Koehler Publishers
- Ofori-kuragu, J.K. (2013). Enabling World-Class Performance in Ghanaian Contractors: a Framework for Benchmarking. Doctor of Philosophy Thesis submitted to *Department of Building Technology* Kwame, Nkrumah University of Science and Technology, Kumasi.
- Olander, S. (2007), Stakeholder impact analysis in construction project management, “*Construction Management and Economics*”, Vol. 25, No. 3, pp. 277-287.
- Olander, S. and Landin, A. (2005), Evaluation of Stakeholder influence in the implementation of construction projects, *International Journal of Project Management*, Vol. 23, pp. 321-328.
- Olander, S. and Landin, A. (2008), A comparative study of factors affecting the external stakeholder management process, “*Construction Management and Economics*”, Vol. 26, No. 6, pp. 553. doi:10.1080/01446190701821810.
- Peter, G. (2007). What you Need To Know About Stakeholder Management: Proceedings of the Annual Symposium of the Project Management Institute Singapore Chapter. P J G Consulting Pte Ltd. 33 Jalan Anifi, No. 07-03 Etone House, Singapore 409180
- PMI, (2013), *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. 5th edn. USA: Project Management Institute, Inc.

- PMI, (2017), *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. 5th edn. USA: _Project Management Institute, Inc.
- Post, J. E., Preston, L. E., and Sachs, S. (2002), Managing the Extended Enterprise: The New Stakeholder View. *California Management Review*, Vol. 45, No. 1, pp. 6–28.
- Reed, M. S. (2008), Stakeholder participation for environmental management: A literature review. *“Biological Conservation”*, Vol. 141, pp. 2417-2431.
- RIBA (Royal Institute of British Architects) (2009), *Plan of Work: Multi-disciplinary Services*. RIBA, London, UK.
- Ronald K. Mitchell, Bradley R. Agle, Donna J. Wood Source: The Academy of Management Review, Vol. 22, No. 4 (Oct., 1997), pp. 853-886
- Romenti, S. (2010) Reputation and stakeholder engagement: An Italian case study, *“Journal of Communication. Management”*, Vol. 14, pp. 306–318.
- Sallinen, L., Ruuska, I., and Ahola, T. (2013), How governmental stakeholders influence power plant projects, *“International journal of managing projects in Business”*, Vol. 6, No. 1, pp. 51 – 68
- Sheehan, L. R., and Ritchie, J. R. B. (2005), Destination Stakeholders: Exploring Identity and Salience. *Annals of Tourism Research*, Vol. 32, No.3, pp. 711–734.
- Smith, J. and Love, P.E.D. (2004), Stakeholder management during project inception: strategic needs analysis, *“Journal of Architectural Engineering”*, Vol. 10, No. 1, pp. 22–33.
- Smyth, H. (2008). The credibility gap in stakeholder management: ethics and evidence of relationship management. *Construction Management and Economics*, 26(6), 633-643.

- Smyth, H.J., Gustafsson, M. and Ganskau, E. (2010). “The value of trust in project business”, *International Journal of Project Management, Special Edition for EURAM*, forthcoming.
- Southgate, C. and Sharpley, R. (2002). Tourism, development and the environment. In Sharpley, R. and Telfer, D.J. (eds). *Tourism and development: Concepts and issues*. Cleveland: Channel View Publications, 231-262
- Stötzer, S. (2009), *Stakeholder Performance Reporting von Nonprofit-Organisationen: Grundlagen und Empfehlungen für die Leitungsberichterstattung als stakeholderorientiertes Steuerungs- und Rechenschaftsinstrument*. Wiesbaden: Gabler Research.
- Simoes, C., Dibb, S. and Fisk, R. (2005), “Managing corporate identity: an internal perspective”, *Journal of the Academy of Marketing Science*, Vol. 3 No. 2, pp. 153-168. [[Crossref](#)], [[ISI](#)], [[Google Scholar](#)] [[Infotrieve](#)]
- Stringer, L. C., Reed, M. S., Dougill, A. J., Rokitzki, M., and Seely, M. (2007), Enhancing participation in the implementation of the United Nations convention to combat desertification. *Natural Resources Forum*, Vol. 31, pp. 198-211.
- Salm, R.V. ; Clark, J. & Siirila, E. (2000). *Marine and Coastal Protected Areas: A guide for planners and managers*. IUCN. Washington DC. 371 pp.
- Thomson, D. S., Austin, S. A., Devine-Wright, H. and Mills, G. R. (2003). Managing value and quality in design. *Building Research & Information*, 31(5), 334-345.
- Tuchman, B. (1984), *The March of Folly: From Troy to Vietnam*, New York: Knopf.

- Ward, S. & Chapman, C. (2008) Stakeholders and uncertainty management in projects. *Construction Management and Economics*, 26(6), pp 563–577
- Ward, S. and Chapman, C. (2008). Stakeholders and uncertainty management in projects, *Construction Management and Economics*, 26: 6, 563-577.
- Weaver, P. (2007). *Getting the “soft stuff” right – effective communication is the key to successful project outcomes!* PMI Global Congress (North America). October 6–9, 2007
- Weaver, P., & Bourne, L. (2002). Projects – Fact or fiction? Proceedings of the 2002 PMI Melbourne Chapter Conference—Maximising Project Value, Melbourne, Australia.
- Wells, S., and A.T. White. (1995). “Involving the Community.” In *Marine Protected Areas: Principles and Techniques for Management*. Edited by Susan Gubbay. London: Chapman and Hall.
- Winch, G. M., (2010). *Managing Construction projects: an information processing approach*, 2nd Edition, Wiley-Blackwell, West Sussex, UK.
- Yang, J., Shen, G. Q., Ho, M., Drew, D. S., & Chan, A. P. C. (2009). Exploring critical success factors for stakeholder management in construction projects. *Journal of Civil Engineering and Management*, 15(4), pp.337–348.
- Young, T. L. (2006). *Successful Project Management*, Second Edition. Kogan Page, UK.

APPENDIX

QUESTIONNAIRE

The survey is being carried out as part of my MSc project management research aimed at investigating critical stakeholder management issues in construction project management within host mining communities of Gold Fields Ghana Limited Tarkwa. Your time in filling the questionnaire will be appreciated.

TOPIC: Exploring Critical Stakeholder Management Issues in Construction Project Management; A Case Study of Community Projects at Gold Fields Limited, Tarkwa.

SECTION (A) BACKGROUND INFORMATION

1. Please indicate the average number of projects you have worked on for Gold Fields Limited.
☐ 1-5 projects ☐ 6-10 projects ☐ 11-15 projects ☐ Over 15 projects

2. How long have you worked on Gold Fields Sponsored construction project within the mining communities?
☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ Over 15 years

3. Education level
☐ HND ☐ BSc ☐ MSc ☐ PhD
☐ Other, specify _____

4. What is your Job Title?
☐ Project Manager ☐ Contractor ☐ Supplier

Please indicate how often you go through each step in the stakeholder management process.

NOTE: Use a scale of 1 = Not done, 2 = Slightly often, 3 = Neutral, 4 = Often, 5 = Very often

SECTION B:					
Variables	1	2	3	4	5
Identify stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gather information on stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify stakeholders' mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determine stakeholder strengths and weaknesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify stakeholder strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Predict stakeholder behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement stakeholder management strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the severity of the challenges of engaging stakeholders in the host mining communities

NOTE: Use a scale of 1 = Not severe, 2 = Slightly severe, 3 = Neutral, 4 = severe, 5 = Very severe

SECTION C					
Variables	1	2	3	4	5
Changes in scope of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of support from stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unclear stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unidentified stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negative community reactions to the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate resources assigned to the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor relationship among stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the significance of the causes of the challenges of engaging stakeholders in the host mining communities

NOTE: Use a scale of 1 = Not significant, 2 = Slightly significant, 3 = Neutral, 4 = significant, 5 = Very significant.

SECTION D					
Variables	1	2	3	Slightly Disagree 4	Strongly Disagree 5
Lack of human personnel to manage stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of knowledge on stakeholder engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsupportive top management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unexpected specification changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your time

MAP SHOWING GOLD FIELDS AND SURROUNDING HOST COMMUNITIES



Gold Fields Host Communities	
1	New Atuabo
2	Pepesa
3	Tebe
4	Abekoase
5	Huniso
6	BaduKrom
7	Samahu
8	Brahabobome
9	Wangarakrom
10	Akoon



GOLD FIELDS

COMMUNITY POLICY STATEMENT

The Gold Fields Limited Group of Companies ("Gold Fields") seeks to develop mutually beneficial relationships with host communities, governments and other key stakeholders, wherever we operate, through open and constructive engagement, based on mutual respect and trust.

To attain this vision, Gold Fields is committed, subject to compliance with relevant legislation, to:

- respecting local traditions, rights, interests, cultures, perspectives and special connections to lands and waters of surrounding communities, which includes minority and marginalised peoples, indigenous peoples and other people groups that exhibit the commonly accepted characteristics of indigenous peoples (as defined by the International Labour Organisation);
- adopting and applying culturally appropriate engagement and consultation processes with communities and other key stakeholders, that also ensure the meaningful and fair participation of indigenous peoples in these processes;
- timely and on-going engagement with stakeholders through appropriate systems that provide the platform for dialogue and for understanding stakeholder views and for understanding our impacts on those around us in accordance with Gold Fields values as well as the UN Guiding Principles on Business and Human Rights;
- work to obtain the consent of surrounding communities (using appropriate mediation and capacity building processes where necessary) and in accordance with Gold Fields Standards for new projects (and changes to existing projects), including where projects are located on lands traditionally owned by or under customary use of Indigenous Peoples and are likely to have significant adverse impacts on Indigenous Peoples;
- pursuing formalised partnerships with governments, local and international non-governmental organisations, donor organisations and other stakeholders to capitalise on any synergies that may exist to facilitate well designed and effectively delivered community development of the areas in which we operate, which may include, but is not limited to poverty alleviation, social, economic and infrastructural development;
- recognising that members of communities are, in many cases, also our employees;
- prioritising local procurement and employment and measuring our contribution to local economic development;
- deploying effective social and environmental risk and impact management strategies;
- designing and developing appropriate mine closure processes through constructive engagement with stakeholders;
- ensuring that any resettlement (if applicable) is undertaken in accordance with Gold Fields Standards; and
- stipulating that our suppliers and contractors conduct themselves in accordance with our policies, standards and guidelines.

Employees of Gold Fields will play a fundamental role in achieving the above mentioned objectives by:

- reacting proactively and adhering to the Group's community policy statement; and
- undertaking activities in a manner that builds strong relationships with communities and other key stakeholders as part of being the most trusted and valued mining partner.

Executive Vice President: Head of West Africa Region

23/2/2015

Date

COMMUNITY



GOLD FIELDS

GOLD FIELDS LIMITED ENGAGEMENT POLICY STATEMENT

Gold Fields Limited understands that stakeholders are an integral part of our business and can contribute immensely to our business. We therefore believe in open and constructive engagement allowing for participative and informed decision making. It is our intent to ensure appropriate and meaningful consultation throughout all components of our business.

To attain the vision, Gold Fields Limited is committed to:

- strategic inculcation of a culture of effective engagement within the organisation;
- the development and implementation of formalised systems that are mutually beneficial to all participants;
- creation of the appropriate platforms for open and participative engagement;
- ensuring that we continue to engage on issues that are material to our stakeholders;
- accurately understanding our impacts on stakeholders and their potential impacts on us, whether it be positive or negative, to enhance the engagement process;
- conscientious stakeholder engagement through responses that are timely, accurate and relevant; and
- continuously improving in our engagement activities through processes of review.

Employees of Gold Fields Limited will play a fundamental role in achieving the above mentioned objectives by:

- reacting proactively and adhering to the Group's engagement policy; and
- actively implementing and adhering to formalised systems for engagement developed by the Group and to ensure that engagement is integrated into the business processes.

Executive Vice President: Head of West Africa Region

23/2/2015

Date

STAKEHOLDERS