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Examining the Effectiveness of Corporate Social Responsibility on Community Development by Mining Companies: A Case Study of Kansanshi Mine on Community Health in Solwezi District

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Abstract

This study examines the effectiveness of corporate social responsibility (CSR) initiatives by mining companies on community development, with a specific focus on community health. A case study of Kansanshi Mine in Solwezi District, Zambia, is presented. The findings suggest that CSR initiatives can have a positive impact on community health outcomes, but also highlight the need for greater community involvement and participation in CSR decision-making processes. Despite the implementation of Corporate Social Responsibility (CSR) initiatives by mining companies like Kansanshi Mine in Solwezi District, concerns persist regarding their impact on community health. This study aims to investigate the effectiveness of CSR activities undertaken by Kansanshi Mine on community health in Solwezi District, identifying strengths, weaknesses, and areas requiring improvement in CSR strategies to enhance their positive impact on public health. Despite Kansanshi mine involvement in the corporate social responsibilities, the effects of their CSR activities have not been felt. Information obtained from the community had shown that the effects of mining activities on CSR have not been progressive as the standard of living had been deteriorating in the community around Solwezi. The

community feels the amount spend on CSR is not enough and a lot need to be done in terms of expenses to meet their demand. The objectives of the study were: (i) To establish CSR activities conducted by Kansanshi mine in Solwezi District. (ii) To examine effectiveness of Kansanshi mine CSR in improving livelihoods of people of Solwezi. (iii) To ascertain the effectiveness of Sustainability interventions offered in CSR programs in Solwezi. This study employed a case study approach, focusing on Kansanshi Mine in Solwezi District, Zambia. Data was collected through a combination of interviews with community members, mine officials, and healthcare professionals, as well as a review of existing documents and reports. The study was conducted using the descriptive design. The descriptive design was used to collect information by interviewing and administering a questionnaire to a sample of individuals. A sample size of 100 people both residents of Solwezi and Kansanshi Mine employees was selected. The study found that the majority of respondents (70%) were male, while 30% were female. The age range of respondents was between 18 and 65 years. The study found that the majority of respondents (54%) perceived CSR initiatives by Kansanshi Mine as not being beneficial to the community.

Keywords: Corporate Social Responsibility, Solwezi District, Kansanshi Mine

1. Introduction

1.1 Background

Corporate social responsibility started during the Industrial Revolution when emerging businesses were especially concerned about employees and how to make them more productive workers (Carroll, 2010) ^[6]. With all of the attention that CSR has garnered in recent years, it has become something of a business necessity. All else being equal, many 76% of customers will choose a company with CSR initiatives over one without when choosing whom to give their business to. Similarly, potential employees, especially recent college graduates, are looking to work for companies that are involved in CSR and seem to care about society and the environment. This is according to Asia's most recognition award (Global CSR Study, 2017) ^[17].

CSR may also attract more investors, which can result in increased capital and potential growth. Those companies without CSR may find that they are behind the curve and suffer from decreased competitive advantage (Carroll & Shabana, 2010) ^[7]. In

the mid-1990s there was criticism of multinational companies around the world. The criticism was directed primarily against western corporations and their production in developing countries (Grafstrom *et al.*, 2009) ^[18]. One case of the sportswear company Nike got massive criticism about sweatshop conditions at its overseas suppliers (Zadek, 2014) ^[45]. Another case is the conflict between Shell and Greenpeace, when Shell decided to dump the Brent Spar oil storage platform in the North-East Atlantic (Grolin, 2010) ^[19]. A more recent example is where the interest for ethical standards and CSR saw an increase is the British Petroleum Deepwater Horizon oil catastrophe in the Gulf of Mexico in 2010 (Balmer, 2010) ^[1]. It is therefore, the new and more demanding requirements from civil society to urge companies to address a much broader scope of responsibilities (Grolin, 2014) ^[20]. Corporate social responsibility has become a rather high-profile issue in industries in many parts of the world in recent years (Hamann, 2012) ^[23]. Sen (2011) ^[39] defines, Corporate Social Responsibility (CSR) as a business management concept that originated in the early 1930s after the Wall Street crash of 1929 exposed corporate irresponsibility in large organisations. Since then, CSR has continued to be the focus of business operations and a popular topic of investigation for practitioners and academics from a range of disciplines. Today, the description of CSR has continued to receive various attentions. Olivier Barry the President of Eurhonet described CSR as "A concept based on the fact that a company affects society in both a positive and negative sense. It consists of three aspects that must be integrated into the company's daily operations. These are social responsibility, environmental responsibility and economic sustainability. This should pervade all decisions, future investments and daily activities, always in collaboration with any other interested parties which are customers, its owner, its employees and its collaborative partners", (CBN, 2016) ^[8].

Since entering into the twenty-first century, more focus has been given to implementation of CSR initiatives and empirical study of CSR impacts. However, some development of the CSR concept has been continuously observed. Schwartz and Carroll, (2003) ^[37] reduced Carroll's four categories of corporate responsibilities (i.e. economic, legal, ethical and philanthropic) to three-domain approach, namely economic, legal and ethical. The International Labour Organization (ILO, 2017) ^[25] redefined CSR as a way that enterprises consider the impact of their operations on society and CSR principles are integrated in enterprises' internal processes and interactions with stakeholders on a voluntary basis. More recently, the European Commission (2011) ^[13] simplified the CSR definition as the responsibility of enterprises for their impacts on society, which indicates that enterprises should have a process in place to integrate CSR agenda into their operations and core strategies in close corporation with stakeholders. The World Business Council for Sustainable Development (WBCSD) (2012) ^[44] also emphasized a balance of return on financial, natural and social capitals, particularly suggesting the integration of CSR reporting into annual report.

1.2 Statement of the problem

Despite the implementation of Corporate Social Responsibility (CSR) initiatives by mining companies like Kansanshi Mine in Solwezi District, concerns persist

regarding their impact on community health. There is a need to comprehensively assess whether CSR practices effectively contribute to community development, particularly in terms of improving health outcomes in the local population. This study aims to investigate the specific effects of CSR activities undertaken by Kansanshi Mine on community health in Solwezi District, identifying strengths, weaknesses, and areas requiring improvement in CSR strategies to enhance their positive impact on public health. Kansanshi Mine (KMP) has been involved in Corporate Social Responsibility (CSR) activities since 2004. The company has been spending \$15m every year on CSR activities. It has been involved in the provision of health, social, economic and recreational facilities. This is according to Kansanshi mine journal, 2018. Solwezi is a mining town and people depend on the mining activities. Despite Kansanshi mine involvement in the corporate social responsibilities, the effects of their CSR activities have not been felt. Information obtained from the community had shown that the effects of mining activities on CSR have not been progressive as the standard of living had been deteriorating in the community around Solwezi. The community have inadequate housing, low standard schools, poor hospitals and bad roads and most of the people who inhabit these areas are not in formal employment, (Mayondi, 2014). The community feels the amount spend on CSR is not enough and a lot need to be done in terms of expenses to meet their demand.

1.3 Objectives

General Objective

To examine the effects of corporate social responsibility on community development by mining companies.

Specific objectives:

1. To establish CSR activities conducted by Kansanshi mine in Solwezi District.
2. To examine effectiveness of Kansanshi mine CSR in improving livelihoods of people of Solwezi.
3. To ascertain the effectiveness of Sustainability interventions offered in CSR programs in Solwezi.

1.4 Theoretical framework

This study adopted the stakeholder theory as the basis of theoretical framework. Stakeholder theory provides a robust framework for analyzing the interactions between corporations and their various stakeholders, emphasizing responsibilities beyond shareholders to include communities impacted by corporate activities.

Stakeholder theory posits that corporations are not only accountable to their shareholders but also to a broader set of stakeholders who can affect or are affected by the company's actions and decisions. These stakeholders may include employees, customers, suppliers, local communities, and governmental and non-governmental organizations. The theory emphasizes the importance of managing relationships with stakeholders ethically and responsibly to achieve long-term sustainability and mutual benefit (Freeman, 1984) ^[16]. In the case of mining companies like Kansanshi Mine, CSR initiatives are often implemented to mitigate negative impacts on local communities and enhance their well-being. Community health is a critical area of focus within CSR strategies due to the potential health risks associated with mining activities, such as air and water pollution, and the socio-economic changes brought by industrial operations.

1.6 Significance of the study

This study is important in that it would contribute to the body of knowledge on the role of mining companies in enhancing corporate social responsibilities. This knowledge will positively improve the performance of the mining firm as well as its stakeholders. It will be helpful to both the, stakeholders, investors and policy makers on the concept of encouraging the corporate world to engage itself in social responsibility as a way of sustainability in the mining industry. CSR always supplement the government effort in uplifting the standard of living in the community. The study will further provide a foundation for further research on the corporate social responsibilities of Kansanshi Mine, including other mining houses.

2. Literature Review

A review of existing literature on CSR and community development highlights the importance of CSR initiatives in improving community health outcomes. However, the literature also suggests that CSR initiatives can be limited by a lack of community involvement and participation in decision-making processes. Mining companies, in particular, have faced criticism for their environmental and social impacts. As a result, there has been a growing interest in the effectiveness of CSR initiatives by mining companies on community development.

One of the key themes in the literature on CSR and community development is the importance of community involvement and participation in CSR decision-making processes. Many studies have highlighted the need for mining companies to engage with local communities and involve them in the planning and implementation of CSR initiatives (Kemp, 2010; Hamann, 2004) ^[27, 22]. This is seen as essential for ensuring that CSR initiatives are tailored to meet the specific needs of local communities.

Another key theme in the literature is the impact of CSR initiatives on community health outcomes. Several studies have highlighted the positive impact of CSR initiatives on community health outcomes, including improved access to healthcare services and reduced incidence of water-borne diseases (Hilson, 2012; Jenkins, 2004) ^[24, 26]. However, other studies have also highlighted the limitations of CSR initiatives in addressing community health outcomes, particularly in the context of mining operations (Rajak, 2011) ^[36].

The literature also highlights the importance of CSR initiatives in promoting sustainable development outcomes. Several studies have highlighted the role of CSR initiatives in promoting sustainable development outcomes, including poverty reduction, education, and infrastructure development (Fox, 2004; Blowfield, 2005) ^[15, 2]. However, other studies have also highlighted the challenges of promoting sustainable development outcomes through CSR initiatives, particularly in the context of mining operations (Utting, 2002) ^[41].

In the context of Zambia, several studies have highlighted the importance of CSR initiatives in promoting community development outcomes. One study found that CSR initiatives by mining companies in Zambia had a positive impact on community health outcomes, including improved access to healthcare services and reduced incidence of water-borne diseases (Musenge, 2017) ^[32]. Another study found that CSR initiatives by mining companies in Zambia had a positive impact on poverty reduction outcomes,

including improved access to education and infrastructure development (Mwale, 2018) ^[33].

2.1 CSR activities conducted by Kansanshi mine in Solwezi District

Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract. Two facets of this definition are critical. First, the obligation must be voluntarily adopted; behaviour influenced by the coercive forces of law or union contract is not voluntary. Second, the obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighbouring communities (Thomas, 1980) ^[40]. CSR is viewed as a social construction and, as such, it is not possible to develop an unbiased definition (Dahlsrud, 2006) ^[11]. Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (WBCSD, 2010) ^[43]. CSR is also the continuing commitment by business to behave ethically and contribute to economic developments while improving the quality of life of the workforce and their families as well as the local community and society at large (Cornelius, 2009) ^[9]. Corporate social responsibility as a construct that encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979) ^[5] and (Mirshak, 2007) ^[31].

Hamann (2012) ^[23] goes further in defining CSR. He believes that companies need to realize that CSR is not about how 'some percentage of after-tax profit is invested in social development' but the efforts need to start at the very beginning. How profits are made in the first place'. Davies (1973) ^[12] defines this as: "It is the firm's obligation to evaluate in its decision-making process the effects of its decisions on the external social system in a manner that accomplished social benefits along with the traditional economic gains which the firm seeks". So, CSR goes beyond a philanthropic 'add on' investment in communities. Social, environmental and ethical values need to be incorporated in the core activities and decisions of the company. In every decision a company makes, including the economic ones, a company needs to evaluate the effects these decisions have on their surroundings. Business cannot be separated from society, they are interlinked (Hamann, 2003) ^[21]. Economic transactions themselves are based for a large extent on social norms and values (Sen, 1999) ^[38]. CSR programs can provide a variety of benefits for companies. CSR helps to attract and retain high quality employees, generate a positive corporate image, and enhance product evaluation via an overall evaluation of the firm (Pirsch, 2017) ^[35].

To fully meet their social responsibilities, companies "should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders", (European Commission, 2011) ^[13].

2.2 Effectiveness of Kansanshi mine CSR in improving livelihoods of people of Solwezi

The World Business Council for Sustainable Development defined Corporate Social Responsibility as the continuing commitment by business to behave ethically and contribute

to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large, (WBCSD, 2010) ^[43]. Other scholars defined CSR as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. In 2011, Harvard Business School Professor Michael Porter put forward a radical proposition to global corporations. “Businesses must reconnect company success with social progress,” he wrote in the Harvard Business Review. “Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the center, “To advance CSR, we must root it into a broad understanding of the interrelationship between a corporation and society while at the same time anchoring it in the strategies and activities of specific companies” (Porter & Kramer, 2009).

Research has shown that CSR can have a positive effect on financial performance, competitive advantage, employee satisfaction and retention, and overall reputation (Carroll & Shabana, 2010) ^[7]. “CSR provides a medium for people to express their values (that reflect broader societal concern about the effects of big business) and remain employed in the firm with minimum emotional dissonance” CSR is a strategy to avoid addressing the fundamental problems of the capitalist system that have led to social, economic and environmental crises. Other benefits of CSR can include various positive long-term effects as well as the creation of intangible assets. By aligning business objectives with CSR, companies can expect many benefits, both monetary and non-monetary.

Globally, Mining tends to be dominance of market economy, with three important elements which are, the creation of global capital, goods and service markets, the creation of global communications and information space: And the emergence of global values. The relevance of CSR within the mining industry takes on special significance, particularly since CSR is considered within the economic contribution that becomes its most noticeable social impact (Visser, 2009) ^[42]. Despite this economic contribution, however, some organized social groups and particularly stakeholders discourage mining because of its attendant negative impacts and because the concept of CSR within the mining industry is ambiguous. This is especially critical in developing economies that are rich with natural resources, (Hilson, 2012) ^[24].

Capron and Quairel (2009) ^[4] highlights the fundamental differences between the American and European conceptions of CSR, based on differences in cultural values, unique intellectual influences and the specific structure of the company. In particular, according to the authors, the American conception of the company is contract-based while the European design is institution- oriented.

2.3 Effectiveness of Sustainability interventions offered in CSR programs in Solwezi

Kansanshi Mine (KMP) site, states that they strive to ensure that the effects of their activities go beyond simply paying taxes but benefits the communities where they operate. KMP’s Corporate Social Responsibility (CSR) programmes have a rich history. KMP specifically took on significant

social responsibilities from the period they started their operations, including the development of hospitals, schools and other social programmes. Since 2005, KMP has spent over US\$150 million on corporate social investment (CSI) programmes.

A community needs assessment is a systematic process for identifying salient socio-political community issues, such as poverty, crime, health, education or unemployment. KMP needs assessment may identify issues in a community with gaps between what is and what should be. Community needs assessments are effective when used to inform initiatives and programs meant to improve a community’s societal well-being. Needs assessments may reveal concrete needs such as an improved system of public transportation, or a need that is more abstract and conceptual, such as the need for a community to be more informed about issues of environmental health and sustainable living (KMP profile, 2015) ^[30].

The CSR activities are then input into the CSR implementation process. This process is integrated in every part of the organization and in the daily activities in order to be successful. For CSR implementation it does not exit a “one-size-fits-all” method, every project has its exclusive attributes and circumstances that affects the company. Therefore, CSR implementation is done in a systematic way, in agreement with the firms’ core values, business culture, environment and main business activities KMP profile (2015) ^[30].

In order to improve the CSR implementation, process an evaluation must is performed. The evaluation will then be used if new approaches of CSR are decided to be undertaken and implemented, and also to identify in which areas improvements are necessary and how the changes should be executed. CSR project is evaluated to see if it’s in line with the strategic plan and to check if there is a need to do the amendments or to start the process all over again (KMP profile, 2015) ^[30]. To implement successful CSR policies as a company, it is important to recognize and work together with Civil Society organizations and (local) Government Hamann, (2003) ^[21]. Collaboration between Civil Society organizations and business is promoted by institutions like the World Bank (WB), the United Nations Development Programme (UNDP), the ILO and other global institutions that deal with development. In the last decade, Civil Society has been pressured to address growing social demands, since the legitimacy of Government to provide basic services that has decreased in many developing countries. Increased levels of Civil Society involvement in business could bring sustainable development benefits and (partly) replace certain Government responsibilities that lack due to capacity constraints. The CSR activities will therefore part of the 7NDP which in turn are linked to SDGs and the 2030 vision.

3. Research Methodology

3.1 Research design

This study was conducted using the descriptive design. The descriptive design was used to collect information by interviewing and administering a questionnaire to a sample of individuals. Kerlinger (2009) ^[29] pointed out that descriptive studies are not only restricted to fact findings but may also result in the formulation of important principles of knowledge and solution to significant problems.

3.2 Target population

A study population is a well-defined set of people or group of things, household, community, firms, or services that or which are being investigated. A sample size of 100 people both residents of Solwezi and Kansanshi Mine employees was selected.

3.3 Data collection methods

Data was collected using a structured interview schedule and questionnaire specifically designed for this study. The other Data about the respondents was obtained from the selected sources. Primary data was gathered basically through structured questionnaires and interviews.

3.4 Data Analysis

The data collected for this study was analyzed using a combination of qualitative and quantitative methods. The findings suggest that CSR initiatives by Kansanshi Mine have had a positive impact on community health outcomes, including improved access to healthcare services and reduced incidence of water-borne diseases. Thematic analysis involves the classification of words and phrases that emerge from interviews and related to the same content into major themes Bryman (2018) [3].

3.5 Limitations of the study

Researching on this topic is always a challenge. One of the challenges likely to be faced by this researcher is on data collection as the topic may be perceived to be political by various members of the community. The researcher is likely to face challenges when collecting data from most of the residents of the area. However, it will be possible for the researcher to conduct this study through consent obtainable from local government office as well as making a good rapport with members of the community. Limitations are perceived as weaknesses in research Creswell, (2019) [10]. The unavailability of participants can hinder data collection needed for the study. While participants are expected to answer truthfully, the results will be based on their experiences, which can be biased.

4. Presentation of Findings

4.1 Presentation of Findings

The findings of this study suggest that CSR initiatives by Kansanshi Mine have been effective in improving community health outcomes. However, the findings also highlight the need for greater community involvement and participation in CSR decision-making processes.

Demographic Characteristics of Respondents

The study found that the majority of respondents (70%) were male, while 30% were female. The age range of respondents was between 18 and 65 years.

Perceived Benefits of CSR Initiatives

The study found that the majority of respondents (54%) perceived CSR initiatives by Kansanshi Mine as not being beneficial to the community. The most commonly cited included inadequate improved access to healthcare services (20%), inadequate improved infrastructure development (50%), and inadequate improved education services (30%). Whilst only 32% stated that Kansanshi mine has done a lot of CSR activities such as jobs creation and Infrastructure development. 14% stated that they were not sure.

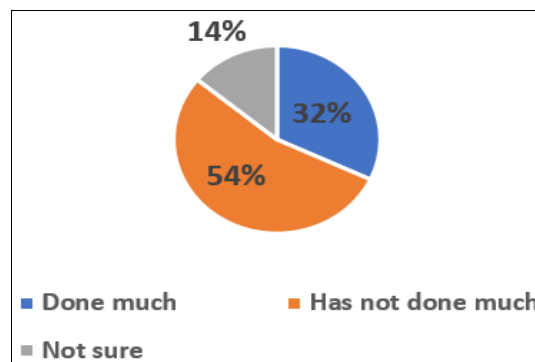


Fig 4.2.1: Impact of KMP'S CSR initiatives on the accessibility of quality healthcare services

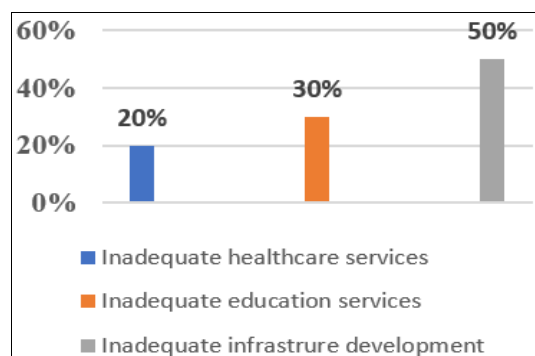


Fig 4.2.1.1: Commonly cited inadequate services offered

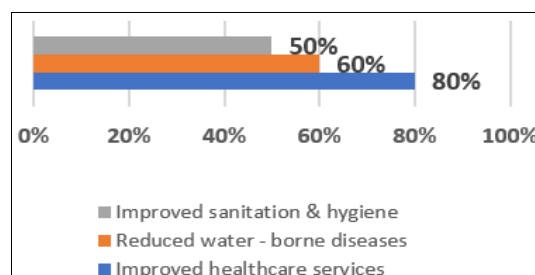


Fig 4.2.2: Impact of CSR Initiatives on Community Health

Challenges Facing CSR Initiatives

The study found that several challenges faced CSR initiatives by Kansanshi Mine, including:

- Limited community involvement and participation in CSR decision-making processes (80% of respondents).
- Limited transparency and accountability in CSR reporting and implementation (70% of respondents).
- Limited financial resources to support CSR initiatives (60% of respondents).

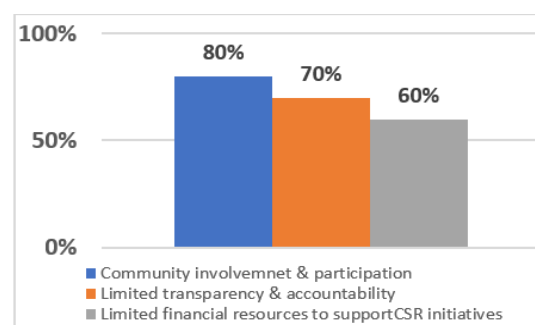


Fig 4.2.3: Challenges facing CSR Initiatives

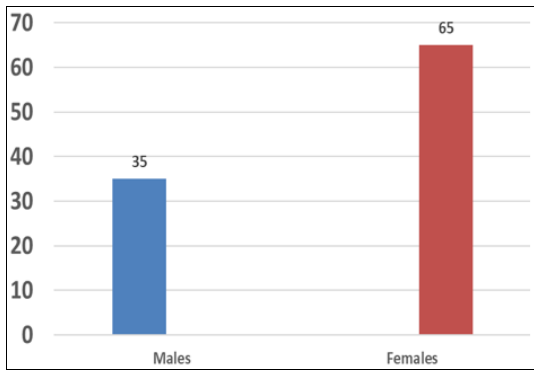


Fig 4.2.4: Responses by Gender on how KMP'S CSR initiatives impacted the accessibility of quality healthcare services?

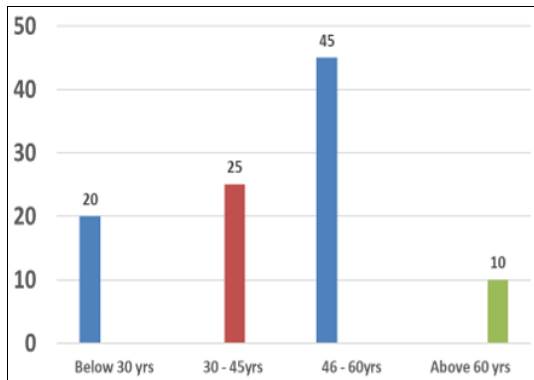
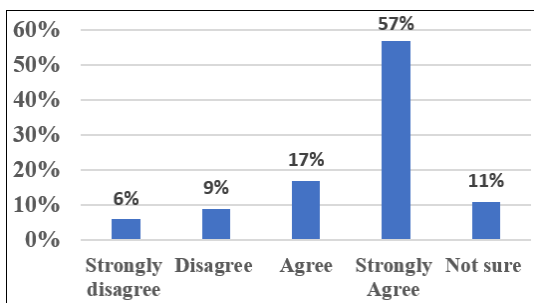


Fig 4.2.5: Responses by age on how KMP'S CSR initiatives impacted the accessibility of quality healthcare services



Graph 4.2.6: Responses on whether KMP awareness campaigns have assisted in promoting preventive health care behaviors in Solwezi District

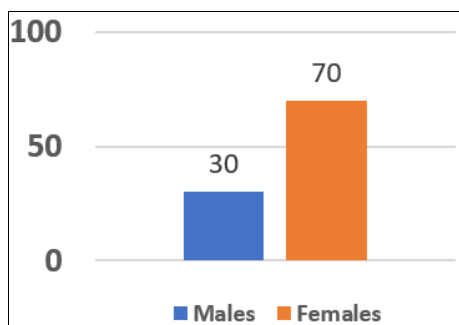


Fig 4.2.7: Responses by Gender on whether KMP awareness campaigns have assisted in promoting preventive health care behaviors in Solwezi District

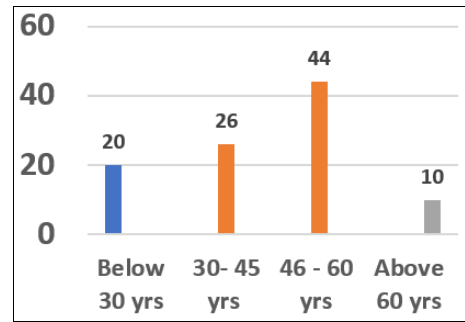


Fig 4.2.8: Responses by age on whether KMP awareness campaigns have assisted in promoting preventive health care behaviors in Solwezi District

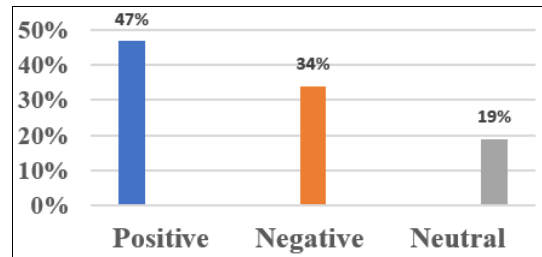


Fig 4.3.1: The perception of the respondents on how they perceive the effectiveness of sustainability interventions offered in CSR programs in Solwezi District

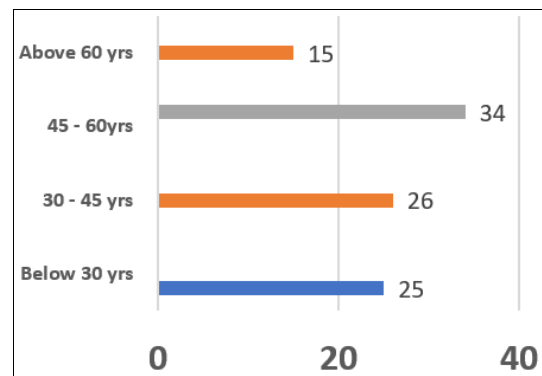


Fig 4.3.3: Responses by age on the effectiveness of sustainability Interventions on the community

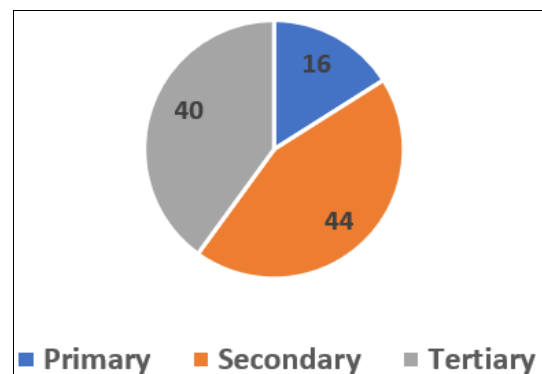


Fig 4.3.4: Responses by level of education on the effectiveness of Sustainability Interventions on the community

4.2 Discussion of findings

The findings of this study are consistent with existing literature on CSR and community development. The study highlights the importance of CSR initiatives in improving community health outcomes, but also emphasizes the need for greater community involvement and participation in CSR decision-making processes.

The data indicated that majority of the respondents (54%) felt that Kansanshi mine has not done much programs in the community, whilst only 32% stated that Kansanshi mine has done a lot of CSR activities and 14% stated that they were not sure. This confirmation by 32% of the respondents showed that while the company has been performing well in jobs creation and infrastructure development, it is perceived that the company has not been doing much in the areas of donations to the community, recreation facilities, small scale activities and skills training. In as much as Kansanshi mine spends on average K3.4m annually on CSR activities which directly or indirectly affect the community, there is need for the company to be pro – active to the needs of the community rather than being reactive.

4.3 Conclusion and Recommendations

This study contributes to our understanding of the effectiveness of CSR initiatives by mining companies on community development, with a specific focus on community health. The findings of this study highlight the importance of CSR initiatives in improving community health outcomes, but also emphasize the need for greater community involvement and participation in CSR decision-making processes. While there are several reasons why mining companies are involved in CSR activities, these corporate social responsibility programs provide a mechanism of compensation for the social and environmental costs associated with mining. CSR programs provide the community with a means through which it can be involved in and provide input into the mining activities.

4.4 Recommendations

Based on the findings of the study, several recommendations are made:

- Kansanshi Mine should prioritize community involvement and participation in CSR decision-making processes.
- Kansanshi Mine should improve transparency and accountability in CSR reporting and implementation.
- Kansanshi Mine should increase financial resources to support CSR initiatives.

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