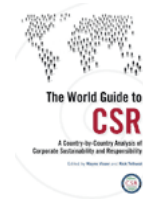


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The World Guide to CSR: A Country-by-Country
Analysis of Corporate Sustainability and
Responsibility



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■ Context

In the vast majority of Africa's 53 countries, CSR is still in its infancy. At worst, it is regarded with suspicion as an agenda of the North imposed on countries of the South. At best, it is embedded within the African context and used to address the continent's economic, social and sustainable developmental challenges.

Africa consists of two very distinct regions. The predominantly Muslim/Arabic region north of the Sahara is commonly referred to as Middle East and North Africa (MENA), while Sub-Saharan Africa (SSA) covers the bulk of African states.

The World Bank (2009a) gives a glimpse of Africa's development challenges: poverty is the highest among all the world's regions, with the largest increase in people living on less than USD1.25/day; only 60% of children complete primary education (20% less than other regions); 5% of the adult population is infected with HIV (2007 figures); population growth in urban and rural areas is the highest in the world; and entrepreneurs face greater regulatory and administrative burdens than any other region.

These socioeconomic realities, combined with generally weak public administration and service delivery, have a significant impact on the drivers, role and function of CSR for companies operating in Africa. Typically, legislation and enforcement are poor, civil society scrutiny is largely absent and consumer activism for responsibly produced products is relatively weak. Even when international funding agencies such as the World Bank require major development projects in Africa to comply with standards and codes (for example the Equator Principles), this has a very limited trickle-down effect on suppliers and multinational companies operating in the region.

As a result, much of the CSR discourse and research in Africa is focused on ethics, anti-corruption measures and counteracting weak public service delivery in key sectors such as healthcare and education (Visser *et al.* 2006; Zimmer and Rieth 2007; Hamann *et al.* 2008; Imani Development 2009).

Africa's cultural context is another important factor in defining CSR on the continent. The very communal culture is manifested in the following African indigenous concepts:

- **Harambee** embodies and reflects the strong ancient value of mutual assistance, joint effort, social responsibility and community self-reliance. It is guided by the principle of collective good rather than individual gain (Winston and Ryan 2008).
- **Tsekada** is about behaving as a 'righteous person', fulfilling obligations to society (Ararat 2006).
- **Ubuntu** in Southern Africa reflects an interdependent, communal, harmonious, relationship-aware and respectful community culture — meaning each person can only be fully functioning through other people (Nussbaum 2003).
- **Zekat** (or *Zakat*) can be translated as charity or alms to the poor.

Hence, CSR activities aspire to resolve challenges faced by communities, which governments cannot fully address. By contrast, the environment, workplace issues, product quality and health and safety get much lower priority.

CSR in Africa is most often associated with medium to large companies, and particularly with multinationals or large foreign investors. Given the relative wealth of these companies in comparison to the poverty of the countries and societies in which they are operating, CSR can be a way to counteract negative perceptions of business, as well as a way to make a genuine difference to social and environmental challenges. As a result, CSR is seldom related to the companies' core business, but rather tends to be 'positive payback' philanthropy, with public relations benefits.

As a result, CSR activities and projects in Africa are mainly focused on creating a positive corporate image, as well as addressing weak public sector service delivery in the areas of healthcare (particularly HIV/AIDS), education or labour skills development and the prevention of child labour. CSR is a particularly prominent theme among mining, oil and gas companies in Southern Africa, due to their significant social and environmental impacts, although telecommunications companies have gained a high profile more recently (Hamann and Kapelus 2004).

■ Models

Defining a comprehensive model for CSR in Africa is problematic, not only because CSR is in its infancy, but also because it tends to be characterised by ad hoc projects focused at the community level and driven by the dominant cultural context of the individual countries within the region. These ad hoc projects are a result of limited attention paid by companies to CSR and the general absence of supportive national strategies, policies and structures.

Visser (2006) proposes a CSR Pyramid for Africa — adapted from Archie Carroll's classic CSR Pyramid of economic, legal, ethical and philanthropic responsibilities — whereby CSR priorities have a different order of importance on the continent, namely economic, philanthropic, ethical and legal responsibilities. There are also distinctive approaches and cultural contexts in the MENA and SSA sub-regions.

MENA region

Although some countries and companies in the Arab world are further ahead than others, CSR is still primarily considered as something peripheral to business, rather than an internal process that is mainstreamed into core operations, strategy and long-term planning. Studies reveal that philanthropy is the most common manifestation of the social agenda of corporations in the MENA (Middle East and North Africa) countries (Ararat 2006). Furthermore, CSR in the region is generally driven by rational choices of business or political choice rather than by the expectations of societies or pressure from the grassroots level (World Bank Institute *et al.* 2007).

Sub-Saharan region

CSR in Sub-Saharan Africa also resembles corporate philanthropy more than an embedded practice. However, this also varies. For example, Ofori and Hinson (2007) compared the adoption of social responsibilities by internationally connected firms with those of indigenous Ghanaian firms and found that the former are more strategic, moral and ethical in their approach to CSR. By contrast, the legacy of colonialism and apartheid in South Africa has resulted in Broad-Based Black Economic Empowerment becoming a strong CSR-related factor, driven by government (Hanks *et al.* 2008). A similar approach can be found in Namibia, where a preference in procurement is given to companies that empower previously disadvantaged people.

■ Priority issues

Poverty reduction

While poverty reduction in other parts of the world has been generally positive, the situation has been deteriorating in Africa as a whole. In Sub-Saharan Africa, the USD1.25 a day poverty rate showed no sustained decline between 1981 and 2005, remaining at around 50%. In absolute terms, the number of poor people has nearly doubled, from 200 million in 1981 to 380 million in 2005 (World Bank 2009b).

Health and HIV/AIDS

HIV/AIDS increasingly plays a crucial role at all levels. In particular, in Southern African countries the prevalence rates on a national level are estimated to be between 12% and 26% of the population (World Bank 2009a), with higher rates in some provinces. Though most companies have reacted rather slowly, HIV/AIDS workplace programmes, health programmes, provision of antiretroviral drugs and support of hospitals have now become a crucial part of CSR-related activities in the region.

Skills development and education

In no region is the challenge of skills development and the provision of universal basic education more acute than in Africa. Both areas are important to economic growth and poverty reduction, but the fiscal and administrative capacity of African states to meet these goals is limited. The presence of HIV/AIDS and its decimation of the labour force only serve to compound the problem (Johanson and Adams 2004).

Youth development

The World Bank Institute *et al.* (2007) indicate that one area that resonates strongly among companies and governments in the MENA region, and where a manifestation of CSR could have a positive multiplier effect on the region's growth, is in the private sector's engagement with youth. Creating meaningful employment and opportunities for young people throughout the Arab world is one of the most critical sustainable development challenges facing the region.

Socioeconomic development

In the SSA region, the priority for CSR is typically on socioeconomic development, i.e. providing the means for sustainable access to the mainstream economy for poor and marginalised communities. In particular, the focal areas and projects of the private sector in the region generally focus on education, training, health, environment, sport, cultural events and poverty alleviation or social welfare.

National priorities

The following are a few examples of national socioeconomic priorities in Africa.

Democratic Republic of Congo (DRC)

Under the Responsible Business Investment in the DRC programme, the following strategic focus areas are targeted: creating awareness about corporate citizenship, developing SMEs through supply chain management, and linking public with private interests.

Ghana

In Ghana, a coalition of companies has agreed on the Ghana Business Code, which is aligned to the UN Global Compact and its ten principles. The Ghana Club 100 also produces a ranking of Ghana's best performing companies.

Kenya

In recent times, the Kenya Bureau of Standards has been involved in drafting some guidelines on CSR. These standards, as well as those that companies have voluntarily adopted and the ISO standards being developed, form a backdrop against which to measure CSR in Kenya (Gathii 2008).

Malawi

In Malawi, CSR projects cover the construction of marketplaces, school blocks and hospitals, as well as donations in kind, such as blankets, computers and bore holes. Another

priority in Malawi is combating corruption. Business Action Against Corruption (BAAC) is an initiative of 35 companies that is implementing a code of conduct. It was recently awarded with the World Bank Anti-Corruption Collective Action Award.

South Africa

In South Africa, priorities are focused on Broad-Based Black Economic Empowerment (BBBEE), skills development and HIV/AIDS. Many so-called CSR activities and projects are more related to Corporate Social Investment (CSI). In the BBBEE-related Code of Good Practice, CSI 'refers to an enterprise's contributions to society and a community that are extraneous to its regular business activities and hence include initiatives in the areas of development, health, education, training, environment, arts and culture and sport' (Njenga and Smit 2007). CSR has also been embedded through a Socially Responsible Index on the stock exchange.

Uganda

In Uganda, an initiative called the CSR Consultative Group has been started recently. This aims at enabling each member to deliver high-quality CSR services and advocates for better CSR practices and policies, according to the Institute of Corporate Governance of Uganda (ICGU). In addition, it is striving for development of a CSR curriculum at a major Ugandan university.

■ Trends

A major new development in African trade is that trading groups — such as the Common Market of the East and Southern Africa (COMESA), Southern African Development Community (SADC), East African Community (EAC) and the Economic Community of West African States (ECOWAS) — are beginning to look at CSR, although this remains secondary to increasing trade to the US and Europe.

In several African countries, local networks of the UN Global Compact have emerged. In a few cases, these network activities have led to collective actions on CSR, corporate citizenship or the Millennium Development Goals — for example, in Malawi on combating corruption and in Zambia on HIV/AIDS at the workplace.

The exception is South Africa, where the CSR landscape is well developed, incorporating initiatives like the OECD Guidelines for Multinational Enterprises, the King Report on Corporate Governance, UN Global Compact, ISO 14001, GRI and the Social Responsibility Index of the Johannesburg Securities Exchange. There are also sector agreements, like the Kimberly Process diamond certification scheme, the Extractive Industries Transparency Initiative (EITI) and the Equator Principles for the finance sector. While CSR is generally well incorporated by larger companies, SMEs still struggle with the blurred boundaries between CSR and CSI (corporate social investment).

Elsewhere in Africa, the research suggests that CSR is often seen as an 'add-on', peripheral to the core business (Imani Development 2009). Most CSR practitioners only allocate about 20–40% of their work time to CSR matters. CSR departments are rare and many operate from within marketing, communications, corporate affairs, training or human resources departments. Even where CSR policies are established, they often refer to philanthropic approaches.

CSR policy adherence is typically not evaluated. Corporate leadership involvement in CSR matters tends to be focused on launching community projects, supporting CSR policies and ensuring resources for CSR projects, rather than embedding CSR in business processes. Reporting is established in many of the larger companies, but the scope and depth is limited. Several firms have been delisted from the UN Global Compact for failing to comply with reporting requirements.

According to companies surveyed by Imani Development (2009), critical success factors for implementing successful CSR projects in Africa are (in ranked order of importance):

1. Project management skills
2. Staff commitment and involvement
3. Stakeholder/partnership involvement
4. Alignment to company objectives
5. Executive/management commitment

Notably, the involvement of government (e.g. through regulations, incentives or support for CSR dialogues) was deemed critical in successful CSR projects. In both Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH research studies (Zimmer and Rieth 2007; Imani Development 2009) the private sector called for more CSR regulation and stronger government support for CSR. For instance, communication experts in Ghana requested that the government set up a National Corporate Social Responsibility Framework to define parameters for CSR in the country.

Government was also identified as a hindrance to CSR in some cases, with particular reference to restrictive policies, bureaucratic practices and lack of exemplary leadership in the CSR space.

Studies for the MENA and SSA regions make the following recommendations for moving CSR forward in Africa (World Bank Institute *et al.* 2007; Imani Development 2009):

- Moving from purely philanthropic activities to sustainable programmes to address development challenges
- Raising awareness and clearly defining CSR and its role, as companies' activities often are scattered and haphazard
- Making a stronger business case for CSR
- Expanding beyond social responsibility to corporate citizenship, which captures not only the obligations of business but also its rights
- Exploring ways in which CSR programmes on the local level can be made to complement efforts of multinationals and their supply chains
- Promoting the role of business associations in promoting business engagement in development
- Encouraging partnerships with universities and academia to inculcate a culture of awareness and ethical behaviour in young and future leaders
- Concentrating on practical CSR 'how-to' guides and advisory services

■ Legislation and codes

MENA region

In many ways, the MENA region is ahead of others due to the fact that it is taking an approach to CSR that is regional, organised and driven at the policy level. There are signs of a growing governmental buy-in to the concepts of CSR, sustainable development and environmental responsibility. Indeed, governments are beginning to realise that CSR can significantly and positively contribute to enhancing competitiveness, attracting investment and maximising the value of wealth creation.

At the regional level, steps have been taken to institutionalise the idea of CSR. For example, in the first phase of the MENA–OECD development plan (2005–2007), a regional Institute for Corporate Governance (HAWKAMA) was established in Dubai in 2006. At a national level, many MENA governments are engaging business to achieve environmental and social objectives through public–private partnerships (PPP).

Sub-Saharan region

There is no comprehensive or concrete CSR policy or law in most countries in the SSA region, apart from some rather ad hoc legislative and non-regulatory activities. An exception is the previously mentioned Broad-Based Black Economic Empowerment (BBBEE) Act in South Africa.

CSR aspects can be discovered most often in the mosaic of state policies and laws on economic development, environment, labour, health and safety, transparency and other related issues. Beyond this, regulations, which have an impact on CSR, are often based on the ratification and subsequent domestication of international conventions. For instance, in Kenya these conventions are mainly focused on workplace issues and the physical environment. Other policy and developmental instruments like CSR codes of conduct, labels, certification, partnerships, guidelines, management systems and awards are rare in many countries.

The African Union's involvement in CSR approaches is still relatively low. However, the newly established EU–Africa Business Forum now considers, in addition to market and trade issues, CSR matters like anti-corruption and good governance.

National legislation

Examples of specific national CSR-related legislation include:

- **Kenya.** Vision 2030, Kenya National Environment Action Plan and draft guidelines for CSR, recently developed by the Kenya Bureau of Standards
- **Malawi.** Employment Act, Corrupt Practices Act
- **Mozambique.** Conventions to promote the Declaration on Fundamental Principles and Rights at Work
- **Namibia.** Vision 2030, Transformation Economic and Social Empowerment Framework (TESEF), Affirmative Action (Employment) Act
- **South Africa.** The Broad-Based Black Economic Empowerment Act (BBBEE) and its various derivatives, such as the Codes of Good Practice, the Generic Scorecard, and industry charters in financial services and mining

■ Organisations

MENA region

■ The **Center for International Private Enterprise (CIPE)** introduced the Arabic term for corporate governance, *hawkamat ash-sharika*, thus initiating business dialogue on the subject in the Middle East. CIPE produces periodical newsletters and articles in both Arabic and English on corporate governance trends. <http://www.hawkama.net> and <http://www.cipe.org>

■ In Tunisia, CIPE partner **Institut Arabe des Chefs d'Entreprise (IACE)** launched a *Code of Best Practice of Corporate Governance* in 2008. They convened a high-profile conference on corporate governance in 2009 where IACE announced recipients of the Best Corporate Governance Article Award, and launched the Center for Corporate Governance — the first of its kind in North Africa — as well as a competitive corporate awards programme. <http://www.cipe-arabia.org>

■ In Egypt, CIPE works closely with the **Egyptian Junior Business Association (EJB)**, which established a taskforce on corporate governance and published a manual, *Corporate Governance in Family Businesses* — the first of its kind in the MENA region. <http://www.ejb.org.eg>

■ In Jordan, **Al Urdun Al Jadid Research Center (UJRC)** successfully implemented a distinctive regional project entitled 'Strengthening Responsible Corporate Citizenship in the Businesses of the MENA Region'. This project was executed within the framework of the Fifth MENA Development Forum (MDF5), a partnership conference of the World Bank Group, UNDP and MENA think-tanks, seeking to build a regional coalition to strengthen CSR culture and practices. The project included two North African case studies for Egypt and Morocco. <http://www.ujrc-jordan.org>

Sub-Saharan Africa

Malawi

■ The **African Institute of Corporate Citizenship (AICC)**, an NGO that promotes sustainable business practice in Africa, is the focal point of the Global Compact local network. The AICC is recognised internationally as a centre of excellence in corporate citizenship. <http://www.aiccafrica.org>

Democratic Republic of Congo

■ The **Fédération des Entreprises du Congo (FEC)** is the DRC Chamber of Commerce, Industry, Agriculture and Trade, and also functions as an Employer Federation. FEC is involved in the 'Responsible Business Investment in the DRC' initiative and engages in anti-corruption measures and codes for the mining and forestry sector. <http://www.fec.cd>

Ghana

■ The **Chamber of Mines** represents member companies, which produce over 90% of Ghana's mineral output. It has signed the UN Global Compact and encourages its

member companies to regard CSR as a core component of their business. <http://www.ghanachamberofmines.org>

■ The **Private Enterprise Foundation (PEF)**, a member of the UN Global Compact Local Network, is an umbrella organisation for business associations, active in the field of corporate governance. <http://www.pefghana.org>

Kenya

■ The **Federation of Kenya Employers (FKE)** has been committed to the fight against HIV/AIDS. It is a signatory of the UN Global Compact and also involved in Kenya's Vision 2030. <http://www.fke-kenya.org>

■ The **Kenya Association of Manufacturers (KAM)** has about 600 members from 13 industrial sectors. KAM established the Centre for Energy Efficiency and Conservation (CEEC) and has been the Focal Point of the Global Compact Local Network in Kenya since September 2009. <http://www.kam.co.ke>

■ The **Kenya Private Sector Alliance (KEPSA)** is the umbrella body of the private sector having 180 corporate members, as well as 30 business associations and 30 sectors or multi-sector institutions. KEPSA is promoting the UN Global Compact and active in the field of anti-corruption. <http://www.kepsa.or.ke>

Mozambique

■ **Fórum Empresarial para o Meio Ambiente (FEMA)** is a member-based NGO dedicated to representing and securing the involvement of the private sector in environmental and social matters in Mozambique, also acting as the Focal Point of the UN Global Compact Local Network. <http://www.fema.org.mz>

Namibia

■ The **Namibian Employer Federation (NEF)** has 120 direct corporate members and nine associate members and is the Focal Point of the Global Compact Local Network in Namibia. <http://www.ioe-emp.org/en>

South Africa

■ **Business Unity South Africa (BUSA)** is an employer federation with 43 business associations connected as members. It is strongly involved in black economic empowerment and anti-corruption activities in South Africa. <http://www.busa.org.za>

■ The **National Business Initiative South Africa (NBI)** is a voluntary group of leading companies with about 140 members. NBI is signatory of the UN Global Compact and Focal Point of its Local Network in South Africa. The NBI provides a platform for business leadership and a vision of how companies can contribute to a sustainable society. <http://www.nbi.org.za>

Uganda

■ The **Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI)** is a founder member of the emerging CSR Consultative Group, a body that brings together major CSR stakeholders in Uganda. <http://www.uccsri.com>

■ Case studies

Coca-Cola (Egypt)

Coca-Cola has entered into a partnership with the Egyptian Ministry of Irrigation and Water Resources and USAID to launch the Global Development Alliance — an initiative to provide clean water and solid and liquid waste treatment for communities in Upper Egypt and the Delta. http://www.thecoca-colacompany.com/citizenship/community_initiatives/Egypt_031808.pdf

De Beers Group

The De Beers Group, which has operations throughout Africa, developed the Diamond Trading Company Best Practice Principles (BPP) to define the way it does business, to inform its understanding of what is right and wrong and to describe what is important to the company. These are supported by an extended set of guiding principles that cover economic, ethical, employee, community and environment aspects, being developed by over 300 stakeholders, thereby providing a collective view of what constitutes best practice (Van der Walt 2007). <http://www.debeersgroup.com/en/Sustainability/policies>

Satemwa (Malawi)

Satemwa is a tea producing company with good CSR practices applied to the market-place, workplace, community and environment. It is involved in fair trade, engages in labour rights, and HIV/AIDS and health issues. It is also a member of the UN Global Compact Local Network and strives to apply each of the UN Global Compact's ten principles to the company (Kambalame 2007). <http://www.satemwa.com>

Shell (Nigeria)

In Nigeria, because of (and despite) ongoing criticism and controversy since 1995, Shell has made considerable efforts to bring its corporate strategy in line with the principles of sustainable development and has committed to extensive stakeholder engagement and transparent reporting on its environmental and social performance (Boele *et al.* 2001). <http://www.shell.com/nigeria>

Unilever (South Africa)

An extensive economic impact assessment study on Unilever in South Africa was made by Kapstein (2008). The findings show that Unilever's direct impacts include its 3,000 suppliers and their 20,000 employees, while indirect impacts include supporting approximately 100,000 jobs. This means that for every job directly created by Unilever, another 22 workers depend on the company for some part of their livelihood. <http://www.unilever.co.za>

Other cases

There are many other positive case studies, company codes and excellent examples of business performed in a responsible manner, which can be found in the publications *Africa Leads* (UNISA Centre for Corporate Citizenship *et al.* 2006), *The Business of Sus-*

tainable Development in Africa (Hamann *et al.* 2008), *Corporate Social Responsibility and the United Nations Global Compact in South Africa 2007* (Hanks *et al.* 2008) and *Corporate Social Responsibility in Sub-Saharan Africa* (Imani Development 2009).

■ Education

South Africa

Most of the leading universities with CSR-related degrees and courses are located in South Africa. However, only the University of Cape Town (UCT) offers a comprehensive core module on corporate citizenship. Some schools provide either core modules on business ethics or on 'business in society' or on 'HIV/AIDS policy and strategy'. Most offer elective courses on CSR topics, e.g. corporate governance or environmental management. In addition, the following short courses are offered:

- **Gordon Institute of Business Science (GIBS).** Corporate citizenship, including a seminar with Harvard Business School (*Making Markets Work* by Martyn Davies). <http://www.gibs.co.za>
- **Institute of Directors.** Corporate governance. <http://www.iodsa.co.za>
- **Leadership Centre at the University of KwaZulu-Natal.** Corporate citizenship. <http://www.leadershipcentre.co.za>
- **Sustainability Institute at the University of Stellenbosch.** Corporate citizenship. <http://www.sustainabilityinstitute.net>
- **UNISA Centre for Corporate Citizenship (CCC).** Two six-month courses, emphasising corporate citizenship and corporate governance, plus various short courses. <http://www.unisa.ac.za>
- **University of Cape Town Graduate School of Business.** Business ethics and black economic empowerment, integrating the Centre for Leadership and Public Values; also offering a postgraduate Diploma in Corporate Social Responsibility. <http://www.gsb.uct.ac.za>

Beyond South Africa

- **Uganda.** Makerere University Business School (MUBS) is planning a separate course on the Principles of CSR, which integrates CSR topics into basic courses in marketing, strategy and entrepreneurship, as part of a bachelor's degree in CSR. <http://www.mubs.ac.ug>
- **Ghana.** The University of Ghana Business School (UGBS) has already integrated CSR into some courses, e.g. Business Policy and Strategic Management, and will establish a CSR Centre of Excellence to develop courses/modules for undergraduate and postgraduate programmes in mid 2010. Courses and training materials are intended to enhance private and public stakeholder proactive engagement in CSR. <http://www.ugbs.edu.gh>

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