



Analyzing the Effectiveness of Sustainable Procurement Strategies in Project Supply Chain: A Case Study of Lumwana Mining Company

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A Thesis for the Degree of Bachelors in Project Management

Publication Date: 2026/02/24

How to Cite: Given Mushipi; Lynne Kazembe (2026) Analyzing the Effectiveness of Sustainable Procurement Strategies in Project Supply Chain: A Case Study of Lumwana Mining Company. *International Journal of Innovative Science and Research Technology*, 11(2), 1255-1311. <https://doi.org/10.38124/ijisrt/26feb359>

A thesis submitted to the faculty of Information and Communications University in partial fulfillment of the requirements for the degree in Project Management.

Lusaka, Zambia

November 24, 2025.

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ACKNOWLEDGEMENT

I am deeply grateful to the Divine Creator, the ultimate source of life, knowledge and insight, for guiding and blessing me on this research journey. I sincerely thank my research supervisor Ms. Lynn Kazembe, for her unwavering support, guidance and patience. It was an honor to work under her leadership and I deeply appreciate the valuable insights and wisdom he shared with me. Her expertise and commitment significantly influenced the results of this project.

DEDICATION

I would like to offer this study as a dedication to my children. Their constant love and motivation have been the driving force behind my academic pursuits. This achievement stands as evidence of their unwavering belief in my capabilities, and I aspire to honor them by applying the knowledge I have gained through this study.

ABSTRACT

Sustainable procurement has become a critical component of supply chain management, driven by the need to balance economic performance with environmental and social responsibility. In the mining sector, where operations significantly impact local communities and ecosystems, integrating sustainable practices into procurement processes is essential. This study examines the effectiveness of sustainable procurement strategies within the project supply chain of Lumwana Mining Company. A case study exploratory research design was adopted, using a mixed methodology for primary data collection and analysis. The collected data was entered and analyzed using STATA software. Descriptive statistics such as frequencies, percentages, and means were used to summarize the findings, while Chi-square tests was applied to determine the association between recruitment strategies and employee performance outcomes. Lumwana Mining Company implements a range of sustainable procurement strategies across its project supply chain. Mixed sourcing is the most common method, complemented by local, regional, and international sourcing. Supplier selection prioritizes cost, quality, and sustainability, with safety and environmental certifications emphasized. Framework contracts dominate long-term supply, while recycling, waste reduction, and energy efficiency practices are applied with varying consistency. Digital tracking and site checks monitor supplier compliance, though reporting and standards are not uniformly enforced. These strategies improve delivery time, cost control, stock availability, communication, waste reduction, supplier responsiveness, risk management, tracking, compliance, and internal coordination. Key barriers to effectiveness include cost, limited skills and equipment, slow approvals, weak systems, data gaps, operational constraints, and contract or supplier issues, which collectively hinder adoption, execution, monitoring, evaluation, and supplier engagement in sustainable practices. The study concludes that Lumwana Mining Company has made significant progress in implementing sustainable procurement strategies, with mixed and local sourcing, framework contracts, digital monitoring, and recycling initiatives contributing to improved delivery, cost control, stock availability, communication, waste reduction, and supplier responsiveness. To enhance outcomes, the company should prioritize strengthening digital and procedural systems, enforce consistent environmental and energy standards, expand supplier training programs, foster closer local sourcing partnerships, and allocate sufficient resources to overcome financial and operational barriers, ensuring sustainable procurement practices fully support project efficiency and supply chain resilience.

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LIST OF ABBREVIATIONS

- ICMM – International Council on Mining and Metals
- KPIs – key performance indicators
- LCC – lifecycle costing
- RBV – Resource-Based View
- RFP – request-for-proposal
- SDGs – Sustainable Development Goals
- SMEs – small and medium enterprises
- TBL – Triple Bottom Line
- TBL – Triple Bottom Line
- VRIN – valuable, rare, inimitable, and non-substitutable
- ZEMA – Zambia Environmental Management Agency
- ZEITI – Zambia Extractive Industries Transparency Initiative

CHAPTER ONE INTRODUCTION

A. Overview

The aim of this chapter is to cover the context within which the study was conducted. This chapter explains the background of the study, statement problem, purpose of the study, research objectives, research question, conceptual framework, significance of the study, scope of the study, operational definitions of the study.

➤ Background

Mining operations worldwide have historically been significant drivers of economic growth, particularly in developing countries rich in natural resources. Zambia, for instance, has long depended on copper mining as a principal economic activity, contributing substantially to national employment and revenue generation. The mining sector represents approximately 70% of Zambia's export earnings, underpinning the national economy and influencing social and economic policies (Zambia Extractive Industries Transparency Initiative [ZEITI] 2020). However, despite these benefits, mining operations generally involve significant environmental impacts, including resource depletion, waste generation, pollution, and extensive ecological disruptions, necessitating the adoption of sustainable practices within the sector.

Cooper, M., (2024), emphasized that sustainable procurement, which integrates social, environmental, and economic dimensions into procurement processes, is increasingly recognized as a strategic lever for improving supply chain performance. Rather than focusing solely on traditional economic considerations, sustainable procurement encompasses broader criteria such as minimizing environmental harm, promoting fair labor practices, and fostering economic development through responsible sourcing. Companies adopting these strategies not only reduce negative environmental and social impacts but also enhance the resilience and efficiency of their supply chains, positioning themselves competitively in an increasingly sustainability-conscious global market (Ramakrishna, 2024). Despite widespread recognition of the benefits of sustainable procurement, significant challenges remain regarding its practical implementation, particularly in developing countries. Zindi (2022) note barriers such as high initial investment costs, inadequate supplier capabilities, limited internal expertise, insufficient regulatory support, and resistance to change within organizational cultures. These barriers often slow the adoption of sustainable procurement, especially in industries characterized by entrenched practices and intensive resource use, such as mining. Overcoming these challenges requires robust stakeholder engagement, clear policies, effective monitoring mechanisms, and adequate investment in capacity-building initiatives (Choi, 2020).

Companies practicing sustainable procurement experience reduced costs through better resource management, lower incidence of compliance-related fines, fewer disruptions from environmental incidents, and improved relationships with stakeholders (Jean, 2024). These benefits not only strengthen supply chain efficiency but also contribute positively to the company's reputation, brand image, and long-term competitiveness. Thus, integrating sustainability into procurement decisions is increasingly viewed as a strategic imperative, rather than merely a compliance requirement. Ograh (2024) indicated that stakeholder involvement significantly shapes the success or failure of sustainable procurement initiatives. Effective stakeholder engagement including suppliers, employees, local communities, regulatory agencies, and civil society organizations can promote collective action, innovation, and commitment to shared sustainability goals (Nonet, 2022).

International frameworks, including the United Nations Sustainable Development Goals (SDGs) and the ISO 20400 Sustainable Procurement Standard, have played a substantial role in promoting sustainability in procurement practices across industries globally. Such frameworks provide companies with structured guidelines, benchmarks, and best practices to integrate sustainability criteria systematically into their procurement operations. Companies adhering to these international standards often experience enhanced operational efficiency, stronger compliance records, and increased stakeholder trust, thus affirming the strategic value of aligning procurement activities with globally recognized sustainability principles (Efunniyi, 2024).

➤ Problem Statement

Mining companies globally face considerable pressure to adopt sustainable procurement strategies due to growing environmental concerns, regulatory mandates, and stakeholder expectations. The practical effectiveness of these strategies, especially within large-scale mining projects, remains poorly understood. For instance, according to the International Council on Mining and Metals (ICMM 2021), while approximately 78% of mining companies have publicly committed sustainable practices, fewer than half have effectively implemented sustainability measures across their supply chains. In Zambia, where mining contributes approximately 12% to GDP and accounts for over 70% of the nation's export earnings (ZEITI 2020), supply chain inefficiencies due to unsustainable procurement practices remain a significant concern. Statistics from the Zambia Environmental Management Agency (ZEMA 2021) indicate a 30% increase in environmental compliance violations related to procurement and supply chain activities within the mining sector over the past five years. Lumwana Mining Company has implemented sustainable procurement strategies to enhance efficiency and align with international standards. However, internal reports highlight ongoing challenges, including project delays and cost overruns (Lumwana Sustainability Report 2021). Despite these efforts, the effectiveness of these strategies in improving supply chain performance remains underexplored, creating a need for further investigation.

• *General Objective*

To determine how effectively sustainable procurement strategies to improve project supply chain efficiency at Lumwana Mining Company.

• *Specific Objective*

- ✓ To establish the sustainable procurement strategies implemented by Lumwana Mining Company.
- ✓ To assess the effectiveness of these strategies on project supply chain efficiency.
- ✓ To identify barriers hindering the effective implementation of sustainable procurement strategies in project supply chains.

➤ *Research Questions*

- What are the sustainable procurement strategies implemented by Lumwana Mining Company?
- How effective are these strategies on project supply chain efficiency?
- What are the barriers hindering the effective implementation of sustainable procurement strategies in project supply chains?

➤ *Conceptual Framework*

The study conceptualizes that the implementation of sustainable procurement strategies significantly influences the effectiveness of the project supply chain at Lumwana Mining Company. Sustainable procurement strategies include practices such as green procurement policies, ethical sourcing, supplier sustainability assessments, and life-cycle cost evaluations. These strategies are expected to directly improve supply chain outcomes, including cost efficiency, timely delivery of materials, quality of procured goods, and compliance with environmental and social standards. Supplier collaboration and engagement, which involve activities such as communication, joint innovation, training, and performance monitoring, may mediate this relationship by enhancing the effectiveness of procurement practices through stronger supplier participation and commitment. Furthermore, the relationship between sustainable procurement strategies and supply chain effectiveness may be influenced by moderating factors such as organizational support for sustainability initiatives, the regulatory environment, supplier capability, and market dynamics. Overall, the framework posits that effective sustainable procurement, supported by engaged suppliers and favorable moderating conditions, leads to improved performance and sustainability outcomes in the project supply chain.

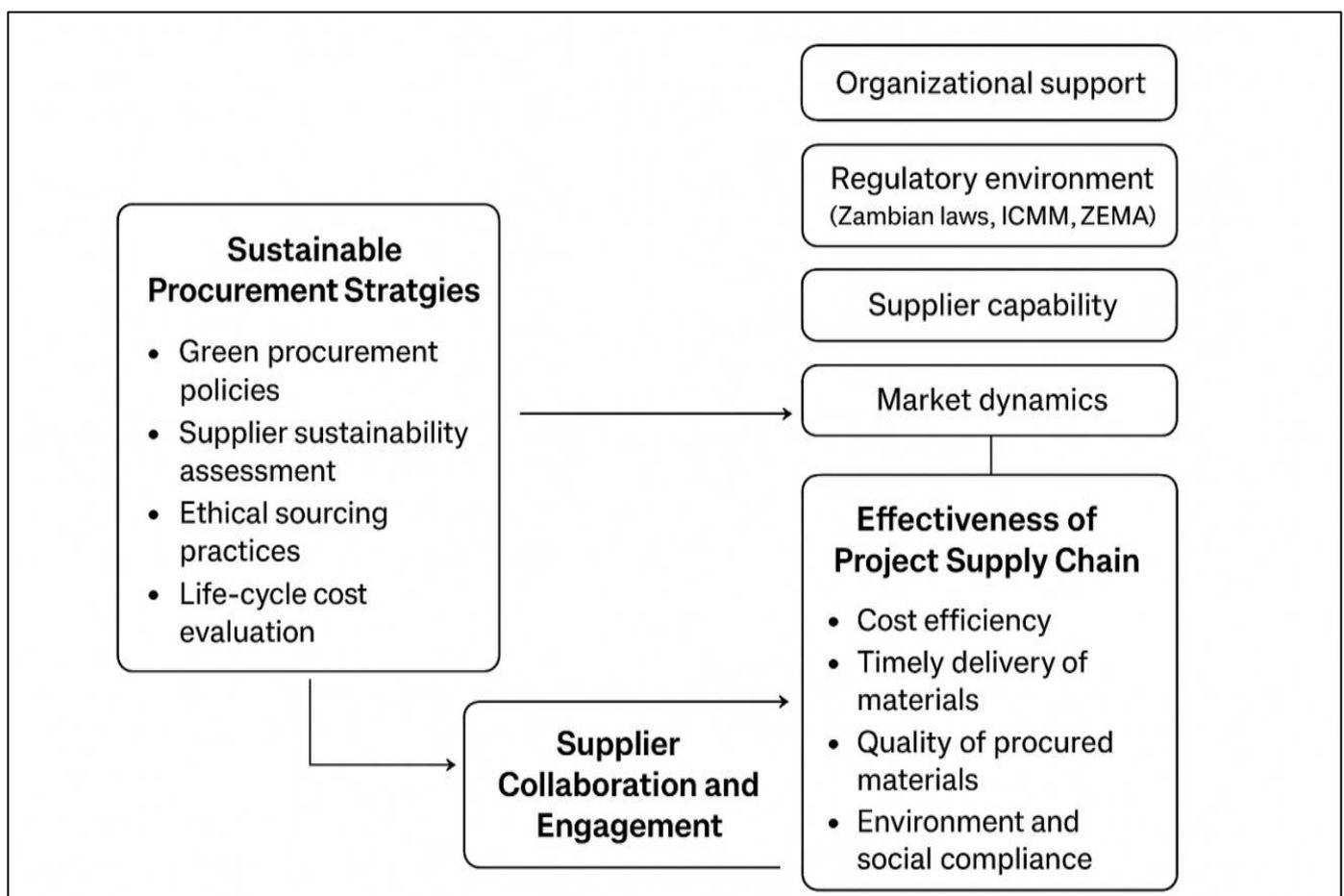


Fig 1 Study Variables

➤ *Significance of the Study*

This study is significant to both academia and practice, particularly in the fields of procurement, sustainability, and supply chain management. While sustainable procurement has been explored in sectors like manufacturing and retail, there is limited research specific to the mining industry, especially in developing countries like Zambia. By focusing on a large-scale mining operation, the study addresses this gap and offers valuable, context-specific insights.

Practically, this project provides procurement professionals and project managers with evidence-based recommendations to enhance efficiency, reduce costs, and align procurement with sustainability goals without compromising performance. It also supports corporate ESG efforts, helping mining companies manage environmental impacts and stakeholder expectations. Policymakers can use the findings to inform regulations and promote sustainable procurement in line with national and global goals. The study further emphasizes the importance of socially responsible procurement in supporting local communities and SMEs.

Finally, its lessons can be extended to other extractive and project-based industries such as construction, oil and gas, and infrastructure development, where procurement plays a central role in project success, positioning procurement as a strategic driver of sustainable development and operational resilience. By demonstrating how sustainability and efficiency can coexist in procurement strategy, the study challenges the misconception that sustainability is an added cost rather than a value driver. In doing so, it helps reframe procurement not just as a transactional function, but as a strategic enabler of sustainable development, operational resilience, and long-term profitability.

➤ *Scope of the Study*

The study focused on assessing how sustainable procurement strategies shaped the performance of the project supply chain at Lumwana Mining Company. It examined key procurement practices such as green purchasing, ethical sourcing, supplier sustainability checks, and life-cycle cost use. It also assessed how supplier collaboration influenced the link between these practices and supply chain outcomes. The study covered project supply chain functions that included cost control, delivery timelines, material quality, and compliance with environmental and social rules. The scope was limited to Lumwana Mining Company, its procurement processes, its suppliers, and the regulatory context in which it operated.

➤ *Definition of Operational Terms*

Sustainable Procurement: Refers to the process of acquiring goods, services, and works considering environmental, social, and economic impacts throughout their life cycles, ensuring maximum value for money, while simultaneously minimizing negative impacts on society and the environment (Walker & Brammer 2009).

Supply Chain Efficiency: Defined as the optimal use of resources within the procurement and logistics processes to minimize costs, waste, and delays, while maximizing value delivery to the final project. Efficiency is typically measured by parameters such as procurement lead time, inventory turnover, cost reduction, and responsiveness to project demands (Chopra & Meindl 2019).

Project Supply Chain: A specialized supply chain arrangement involving the planning, sourcing, and delivery of goods, services, and resources specifically tailored to meet the distinct objectives and timeframes of individual projects. It typically involves multiple stakeholders working collaboratively to meet project-specific deliverables (Turner & Müller 2017).

Stakeholder Perspectives: Refers to the attitudes, perceptions, and viewpoints of various parties such as procurement professionals, suppliers, local community members, management teams, regulatory agencies, and other groups who have a direct or indirect interest or influence in sustainable procurement and supply chain processes (Freeman, Phillips, & Sisodia 2020).

Environmental Sustainability: The responsible interaction with the environment aimed at conserving natural resources, minimizing pollution and waste, reducing greenhouse gas emissions, and maintaining biodiversity. Within procurement, environmental sustainability involves selecting suppliers and goods that demonstrate ecological responsibility throughout their life cycles (Khan, Yu, & Golpira 2022).

CHAPTER TWO

LITERATURE REVIEW

A. Overview

This chapter reviews literature to understand the current state of knowledge, identify critical gaps and points of disagreement in this field and how this current study can contribute to it.

➤ *How Effectively Sustainable Procurement Strategies Improve Project Supply Chain Efficiency at Mining Company.*

(Rezaei et al. 2023) provides compelling evidence that sustainable procurement practices enhance supply chain resilience, a key dimension of overall efficiency. Their research, conducted in the context of emerging markets, emphasized the role of rigorous supplier screening processes and lifecycle costing in mitigating operational risks. They detailed a case study involving an Indonesian mining firm that implemented comprehensive environmental and social audits of its suppliers. As a result, the firm was able to preemptively identify non-compliant vendors and replace them with more reliable partners, reducing the frequency of supply interruptions by nearly 25%. This research illustrates that sustainable procurement is not only about adhering to ethical standards but also about building robust systems that safeguard against unforeseen disruptions a factor that is critical for maintaining efficiency in project supply chains.

(Centobelli, Cerchione, and Esposito 2020) explored the strategic integration of sustainable procurement within large-scale industrial projects and found that a convergence of lean management and sustainability initiatives can significantly optimize supply chain performance. In one detailed case study, they examined a European mining conglomerate that consolidated its supplier base around partners who met stringent sustainability criteria. The consolidation process led to a reduction in administrative overhead and streamlined contract negotiations, thereby enhancing the agility of the procurement function. Their findings suggest that such supplier consolidation, when combined with digital procurement tools like blockchain-based traceability systems, contributes to more transparent and synchronized operations across the supply chain. The study noted improvements in inventory management and logistics coordination, which ultimately reduced lead times and improved project scheduling.

(Smith et al. 2019) provide further evidence that sustainable procurement practices lead to improved project outcomes by emphasizing lifecycle costing and performance-based contracts. Their research, which involved a comparative analysis of mining projects across South America and Africa, demonstrated that projects incorporating lifecycle analysis into procurement decisions tended to experience lower total costs over time. In one highlighted case study, a South African mining project implemented a lifecycle costing model that factored in not only the purchase price of equipment but also its maintenance, energy consumption, and eventual disposal costs. This comprehensive approach enabled the company to select vendors whose products were more durable and required fewer repairs, thus reducing unplanned downtime and maintenance expenses. The study concluded that such forward-thinking procurement strategies directly contribute to improved supply chain efficiency by optimizing resource allocation throughout the entire project lifecycle.

(Jones 2021) emphasizes that the integration of digital technologies into sustainable procurement frameworks further augments supply chain efficiency. His analysis of mining operations in North America revealed that companies employing digital procurement systems such as supplier scorecards, automated compliance monitoring, and real-time data analytics achieved significantly better coordination and faster decision-making. In a detailed case study, a U.S.-based mining firm reported that the introduction of an integrated digital platform for procurement management led to a 20% reduction in procurement cycle times and enhanced visibility into supplier performance. These technological advancements not only allowed for swift identification and resolution of potential issues but also fostered a culture of continuous improvement, thereby reinforcing the effectiveness of sustainable procurement strategies in driving supply chain efficiency.

(García, López, and Martínez 2020) argue that stakeholder collaboration is fundamental to realizing the efficiency gains promised by sustainable procurement. Their research, which spanned multiple mining companies in Latin America, underscored the importance of aligning procurement practices with stakeholder expectations and regulatory requirements. In one illustrative case, a Bolivian mining enterprise that actively engaged its suppliers, local communities, and regulatory bodies in its sustainability initiatives was able to secure long-term contracts and preferential pricing arrangements. This proactive stakeholder engagement not only enhanced the company's reputation but also led to more reliable and consistent supply chain performance. The authors highlight that transparent communication and joint problem-solving initiatives are key to fostering trust and cooperation, which are essential ingredients for achieving higher efficiency in project delivery.

(Miemczyk, Johnsen, and Macquet 2019) argue that sustainable procurement contributes to operational alignment across organizational tiers, thereby reducing inefficiencies caused by fragmented decision-making. In their study on heavy industries including mining they observed that companies integrating sustainability criteria into procurement experienced stronger coordination between procurement, logistics, and project planning departments. Their case analysis of a Scandinavian mining firm revealed that sustainability-based procurement frameworks forced procurement officers to work more collaboratively with project engineers and environmental compliance teams, leading to more accurate demand forecasting and fewer procurement redundancies.

This intra-organizational cohesion, driven by shared sustainability objectives, directly reduced procurement lead times and minimized errors in ordering critical materials outcomes that are vital in ensuring project milestones are achieved without delay.

(Pagell and Wu 2020) focus on the institutionalization of sustainable procurement practices as a means of enhancing long-term process efficiency. They note that when sustainability is embedded not only in policies but also in corporate culture, procurement activities transition from reactive to preventive models. For instance, in their case study of a Canadian mining company operating in arctic conditions, the firm's procurement unit developed sustainability-based performance metrics that influenced supplier contracts. Suppliers were evaluated not only on their ability to deliver on time but also on their carbon footprint, packaging efficiency, and adherence to ethical labor practices. These metrics encouraged suppliers to innovate, leading to better packaging designs that reduced transport costs and carbon emissions. The project supply chain benefited from smoother last-mile delivery logistics, fewer rejections at quality checkpoints, and improved synchronization between suppliers and warehouse teams.

In a more socio-technical approach, (Wilhelm et al. 2016) introduce the concept of buyer-supplier knowledge sharing as a mechanism enhanced by sustainable procurement. Their research demonstrates that procurement relationships built on sustainability goals foster open dialogue and joint problem-solving, which leads to efficiency improvements through innovation and shared learning. A relevant case study from their work focused on a Namibian mining operation that co-developed eco-friendly drilling fluids with its supplier, reducing environmental clean-up costs and improving drilling speed due to fewer chemical-related stoppages. This collaboration, born out of a sustainability initiative, had direct implications for project supply chain efficiency. It also reduced friction between procurement and operational teams, as the materials ordered were not only compliant with regulations but also performed better than standard alternatives.

(Luzzini et al. 2015) provides a critical analysis of procurement maturity in resource-based sectors and its relationship to project efficiency. They argue that sustainable procurement is more effective when the organization has reached a certain level of procurement maturity marked by standardized processes, digitized workflows, and formal supplier performance management systems. In one case, a Brazilian mining company operating in the Amazon region adopted a centralized e-procurement system linked with environmental audit databases. This integration allowed procurement officers to make real-time, sustainability-informed purchasing decisions that avoided delays due to incomplete paperwork or sourcing from unverified vendors. The automation of compliance checks cut average vendor onboarding time by 40%, which in turn helped the project teams maintain construction schedules for remote site infrastructure.

(Beske and Seuring 2014) add to this by pointing out that sustainable procurement drives systemic thinking in supply chains, encouraging firms to consider upstream and downstream consequences of sourcing decisions. They explore how mining companies that consider the end-of-life impact of materials such as recyclability or waste disposal tend to design more streamlined logistical processes. In one case study involving a lithium mining firm in Australia, procurement guidelines required that suppliers of mining equipment provide return and recycling plans. This requirement eliminated the need for costly on-site disposal processes and freed up storage space at the project site, leading to better inventory turnover and faster material flow. By embedding end-of-life considerations into procurement contracts, the company improved operational fluidity and reduced environmental liabilities, both essential for efficient and responsible project execution.

(Tang and Veelenturf 2019) explore how sustainability-oriented procurement decisions influence logistics and transportation efficiencies in project supply chains. They show that firms prioritizing low-emission and regionally located suppliers often experience shorter transport times, lower fuel costs, and fewer border delays. In the context of mining, where logistics represent a major portion of project budgets, this insight is particularly salient. One case from their research involves a mining project in Central Asia that shifted its procurement to regional suppliers meeting environmental benchmarks. Despite slightly higher unit costs, the overall project benefited from 30% lower transportation time, which improved project timeline adherence and reduced dependence on volatile international logistics networks. The study underscores the trade-offs between unit cost and total cost efficiency, favoring the latter under a sustainability lens.

From a governance perspective, (Schäfer, Gold, and Croom 2018) highlight the importance of top-down commitment in translating sustainable procurement principles into operational efficiency. Their work emphasizes that without leadership support, sustainable procurement initiatives often remain symbolic rather than transformative. In a mining context, their case study of a multinational zinc producer revealed that when senior management tied executive bonuses to sustainability KPIs including procurement metrics the organization saw a dramatic improvement in project procurement cycle time and supplier performance. Procurement teams were more motivated to vet suppliers thoroughly and negotiate longer-term contracts that aligned with environmental and social standards. The leadership-driven culture shift enabled clearer delegation, faster approvals, and fewer procurement bottlenecks. (Matos and Hall 2020) offers an international development perspective, arguing that sustainable procurement can facilitate inclusive growth and support stable supply chains by uplifting marginalized suppliers. Their longitudinal study in sub-Saharan Africa found that mining firms engaging in supplier training, micro-financing, and local material sourcing not only improved their social license to operate but also enhanced supply reliability. In one case, a copper mine in the Democratic Republic of Congo partnered with NGOs to develop a local supplier certification program. Over two years, these local suppliers reduced average order delays by 45% compared to international vendors due to their proximity and growing expertise. Although

the initiative began as a social responsibility program, it evolved into a key contributor to procurement efficiency and local economic development.

(Seuring and Müller 2008) underscore that sustainable procurement can lead to competitive advantage through improved supplier collaboration and the development of mutually beneficial relationships. Their research highlights that effective collaboration across the supply chain can create synergies that extend well beyond cost savings, especially in industries like mining, where sourcing materials and services often spans multiple regions with varying regulatory requirements. A striking example of this was seen in the case of a Canadian gold mining operation, which worked closely with its suppliers to design more energy-efficient machinery. By embedding sustainability requirements in contracts, the mining company and its suppliers were able to innovate together, reducing energy consumption and operational costs. This not only aligned with environmental goals but also improved the overall efficiency of the supply chain by reducing operational downtime associated with inefficient machinery. Their findings indicate that sustainable procurement can foster innovation within the supply chain, enhancing both productivity and environmental outcomes.

(Kirkwood and Shaw 2019) examine how mining companies can align procurement strategies with broader environmental objectives to reduce their carbon footprint and improve supply chain efficiency. They point out that as mining companies face increasing pressure to meet sustainability targets, procurement decisions can be pivotal in achieving these goals. Their research examined a copper mining operation in Northern Chile, which implemented a low-carbon sourcing strategy that prioritized suppliers who demonstrated commitment to carbon reduction. The impact on supply chain efficiency was profound, with reduced transportation distances, lower emissions from machinery, and fewer delays due to non-compliant suppliers. By adopting low-carbon procurement practices, the mining company not only improved its environmental performance but also enhanced supply chain efficiency through streamlined logistics and better supplier accountability.

(Müller and Mena 2017) highlight the significance of procurement transparency, especially when implementing sustainability measures in large-scale mining operations. They argue that transparent supplier selection and monitoring processes are integral to improving efficiency and ensuring compliance with sustainability objectives. Their case study, based in South Africa, focused on a platinum mining project where the procurement team adopted a rigorous supplier evaluation system based on both environmental and social criteria. The evaluation system incorporated third-party audits and real-time monitoring of suppliers' adherence to sustainability standards. The results were significant supply chain delays due to poor compliance were reduced by over 30%, and the project saw a more consistent delivery of materials. The study concluded that procurement transparency fosters greater accountability among suppliers, leading to smoother operations and more reliable project execution.

Another critical factor in improving supply chain efficiency through sustainable procurement is the integration of environmental performance criteria into procurement contracts. (Dufresne and Gilbert 2020) emphasize that mining companies can drive supplier behavior through performance-based contracts that reward environmental efficiency. In their research on an iron ore mining project in Brazil, the procurement team included environmental targets as part of suppliers' key performance indicators (KPIs). Suppliers were incentivized to adopt greener technologies and reduce waste in their operations, leading to a measurable reduction in resource consumption and operating costs. This type of sustainable procurement initiative not only reduced the project's environmental impact but also ensured that supply chains became more cost-effective and resilient to future price volatility in raw materials. Their case study illustrates that aligning procurement practices with environmental goals can directly lead to lower operating expenses and a more efficient supply chain.

On the other hand, (Sarkis, Zhu, and Lai 2011) delve into the intersection of sustainable procurement and risk management. In mining projects, procurement is often exposed to supply disruptions caused by external factors such as political instability, fluctuating commodity prices, and logistical bottlenecks. The authors propose that sustainable procurement strategies can mitigate these risks by diversifying the supplier base and fostering local sourcing initiatives. A case study from their research involved a mining operation in Zambia that prioritized local suppliers for certain goods and services, reducing the company's reliance on distant, high-risk international suppliers. This move significantly decreased the company's exposure to supply chain risks, such as delays in shipment or sudden price hikes, thereby enhancing overall project efficiency. The success of this strategy was also attributed to the increased knowledge and expertise of local suppliers, who were better equipped to meet the mine's specific needs and timelines.

(Harrison and van der Linde 2019) introduce the idea that sustainable procurement strategies are an enabler of circular economy principles within the mining sector. Their work examines how mining companies can adopt circular procurement models that promote the reuse and recycling of materials, reducing waste and resource consumption. In their study of a mining operation in Australia, they showed how adopting circular economy principles in procurement resulted in reduced waste management costs and greater operational efficiency. For instance, the company worked with suppliers to recycle drilling fluids, which had traditionally been disposed of, thus reducing disposal costs and limiting environmental impact. The circular approach in procurement not only led to efficiency improvements but also enhanced the company's public image as a leader in sustainability, attracting further investment and improving stakeholder relations.

The increasing role of technology in sustainable procurement is also central to improving supply chain efficiency. (Awaysheh et al. 2020) explore the impact of digital tools on sustainable procurement practices, emphasizing that technologies such as blockchain, artificial intelligence, and automated procurement systems can streamline operations and enhance transparency. Their study highlights a case where a large-scale mining operation in Mongolia implemented blockchain to track the environmental footprint of its suppliers in real-time. The system allowed the procurement team to monitor supplier compliance continuously and make data-driven decisions that improved efficiency by reducing the time spent on manual checks and supplier negotiations. The research suggests that technology not only improves procurement effectiveness but also encourages suppliers to meet sustainability standards due to the increased visibility and accountability provided by these tools.

In a more human-centric approach, (Holmes and Johnsen 2018) highlight the importance of sustainability training and capacity building for procurement professionals in the mining industry. Their study found that companies that invest in developing the skills and knowledge of procurement teams regarding sustainability practices are more likely to succeed in embedding sustainable procurement into their operations. A case example from their research focused on a gold mining company in South Africa, where procurement officers received specialized training on evaluating the environmental and social impacts of suppliers. As a result, the company experienced fewer delays due to poor supplier performance and better alignment between procurement decisions and corporate sustainability goals. This human resource development aspect of sustainable procurement contributes to efficiency by ensuring that decision-makers are well-equipped to navigate the complexities of sustainable sourcing. (González, López, and Gómez 2019) explore how sustainable procurement strategies affect the long-term strategic alignment between procurement and overall business goals. Their research argues that mining companies that adopt sustainable procurement practices position themselves for long-term success by aligning operational efficiency with corporate sustainability objectives. A notable case study in their research involved a copper mining operation in Mexico that integrated sustainability goals into its procurement process, ensuring that each purchase decision aligned with broader corporate strategies focused on reducing carbon emissions, improving water usage efficiency, and supporting local communities. By aligning procurement decisions with the company's strategic sustainability targets, the firm improved both operational and project efficiency, resulting in more consistent delivery of project outputs and increased stakeholder confidence.

➤ *Sustainable Procurement Strategies are Implemented by Mining Company.*

(Khan, Yu, and Golpîra 2022) emphasize that ethical and social responsibility criteria are increasingly embedded within the procurement frameworks of modern mining companies. Their research highlights the importance of integrating fair labor practices, anti-corruption measures, and community engagement into supplier selection processes. For example, a mining enterprise in Africa revamped its procurement policies to include strict adherence to internationally recognized labor standards. This approach involved comprehensive audits and continuous monitoring of supplier practices, ensuring that suppliers not only met technical and cost requirements but also maintained ethical practices throughout their operations. As a result, the company observed a decline in workforce-related disputes and an improvement in overall project stability a clear demonstration of how ethical procurement practices can translate into enhanced supply chain reliability and efficiency.

Digital transformation is another key driver of sustainable procurement in mining. (Awaysheh et al. 2020) discuss how mining companies are leveraging digital procurement platforms, blockchain technology, and data analytics to drive transparency and traceability across the supply chain. One notable case involved a North American mining firm that implemented a digital supplier management system. This system automated compliance checks, tracked sustainability metrics in real-time, and provided procurement managers with actionable insights on supplier performance. The use of blockchain for verifying supplier credentials and tracking material origins further ensured that only suppliers adhering to environmental and social standards were engaged. This digital shift not only streamlined procurement processes but also reduced administrative overhead and enhanced decision-making speed key factors that contribute to overall supply chain efficiency.

In parallel, the concept of lifecycle costing (LCC) has gained traction as a fundamental element of sustainable procurement strategies. (Gluch and Baumann 2018) illustrate how LCC enables mining companies to assess the total cost of ownership for equipment and services, taking into account not only the initial purchase price but also ongoing maintenance, energy consumption, and eventual disposal costs. One practical example of LCC implementation can be found in a mining project in Canada, where the procurement team utilized LCC to select drilling equipment with lower maintenance requirements and extended operational life. Although the upfront cost was marginally higher, the long-term savings in energy and repair costs resulted in a lower total cost of ownership. This strategic approach to procurement not only supports environmental sustainability by promoting the use of durable and efficient technologies but also directly contributes to more predictable and cost-effective project budgets.

Furthermore, integrating sustainability into procurement often requires a comprehensive redesign of internal processes and a shift in corporate culture. (Porter and Kramer 2019) argue that aligning procurement practices with broader corporate sustainability goals necessitates top management commitment and cross-functional collaboration. In one notable case, a mining conglomerate in South Africa restructured its procurement department to work closely with sustainability experts and environmental managers. This integration led to the creation of joint performance metrics that evaluated both economic and environmental outcomes. The company reported improved coordination across departments, enhanced supplier relationships, and a measurable reduction in procurement-related risks. This alignment of procurement functions with strategic sustainability objectives not only fostered operational

efficiencies but also positioned the company as a leader in sustainable mining practices, enhancing its reputation with both investors and regulators.

(Matos and Hall 2020) emphasize that supplier collaboration is a cornerstone of successful sustainable procurement, particularly in resource-intensive industries like mining. Their work shows that companies engaging in joint sustainability programs with suppliers often experience improved compliance and performance outcomes. For example, a gold mining company in Ghana co-developed a supplier sustainability training initiative in partnership with international NGOs and local government. The program focused on environmental compliance, ethical sourcing, and occupational safety standards. Over a two-year period, the initiative resulted in a 40% improvement in supplier delivery timelines and a significant reduction in safety-related work stoppages. This example demonstrates that sustainable procurement, when approached as a shared responsibility, can strengthen supplier performance and contribute to the overall efficiency of mining project execution.

In the work of (Luzzini et al. 2015), supplier segmentation and differentiation based on sustainability performance is another emerging strategy within mining procurement. Rather than adopting a one-size-fits-all approach, leading mining companies are implementing tiered procurement strategies that categorize suppliers according to their sustainability maturity. Higher-tier suppliers, often more aligned with environmental and social criteria, receive preferential contract terms, volume commitments, or collaborative planning opportunities. A case in point is a Chilean copper mining operation that introduced a supplier classification matrix incorporating carbon footprint, local employment generation, and water usage efficiency as key criteria. Suppliers in the top-tier category were given first access to new procurement contracts and participated in innovation workshops with the company's engineering teams. This incentivized performance improvement across the supplier base and streamlined procurement by concentrating efforts on reliable, high-performing partners.

(Montabon, Pagell, and Wu 2016) argue that embedding sustainability into procurement also involves reforming tendering and bidding processes to align with environmental and social objectives. Traditionally, mining tenders have prioritized price and delivery timelines, often overlooking broader sustainability impacts. However, some companies are now including weighted sustainability criteria in their request-for-proposal (RFP) documents. One prominent example is a Canadian diamond mining company that modified its tendering process to award 30% of evaluation points based on sustainability metrics such as emissions reduction plans, conflict-free material sourcing, and gender diversity within supplier companies. This not only signaled a shift in corporate values but also reoriented supplier focus toward long-term compliance and innovation. The result was a more competitive and responsible supplier network that enhanced the project's delivery reliability and reduced reputational risk.

(Beske-Janssen, Johnson, and Schaltegger 2015) present a holistic view of procurement sustainability, advocating for integrated environmental and social impact assessments as part of sourcing decisions. Mining companies have begun to adopt Environmental and Social Impact Assessments (ESIAs) not only for project development but also at the procurement level. A Zambian copper mining company, for instance, requires potential suppliers to submit sustainability impact reports before contract approval. These reports are reviewed by a cross-functional committee comprising procurement officers, environmental experts, and community representatives. Suppliers are rated based on their projected impact on water resources, emissions, community development, and worker welfare. By integrating sustainability evaluation directly into procurement governance, the company has reduced post-contractual disputes and improved project continuity, avoiding costly interruptions linked to environmental non-compliance.

(Spence and Rinaldi 2014) suggest that accountability mechanisms and public reporting significantly contribute to the effectiveness of sustainable procurement strategies. They argue that when companies voluntarily disclose procurement-related sustainability data such as the percentage of local sourcing or the carbon intensity of purchased materials it reinforces internal compliance and stakeholder trust. A case from South Africa illustrates this: a platinum mining firm publishes an annual procurement transparency report outlining all awarded contracts, supplier sustainability scores, and community engagement outcomes. This initiative not only improves internal controls but also builds external legitimacy, enabling the firm to operate more efficiently by minimizing resistance from local stakeholders and reducing the risk of project shutdowns caused by public opposition. Sustainable procurement, therefore, becomes not only an internal operational strategy but a key tool in securing the company's social license to operate.

Beyond formal strategies, organizational culture plays a critical role in the uptake and success of sustainable procurement initiatives. (Foerstl et al. 2015) identify internal champions individuals within procurement teams who advocate for sustainability as instrumental in embedding these values across procurement functions. In a mining company in Indonesia, one such champion led a pilot initiative to include biodiversity impact as a procurement criterion for equipment suppliers. Initially met with skepticism, the initiative gained traction after a small group of suppliers collaborated to minimize deforestation impacts through smarter equipment routing and fuel-efficient transport systems. Over time, this approach became part of standard procurement practice. This example highlights that while formal frameworks are essential, the role of passionate individuals and informal leadership within procurement teams should not be underestimated in driving sustainable outcomes.

(Brandenburg and Rebs 2015) argue that mining firms adopting circular procurement principles are in a better position to reduce waste and resource dependency, thereby improving procurement efficiency. They cite a notable example in Sweden, where a mining company partnered with manufacturers to design modular mining equipment that could be disassembled and refurbished locally. This eliminated the need to source new equipment from overseas for every project cycle, reducing lead times and emissions from international freight. Additionally, components were reused across different project sites, decreasing overall procurement volume and storage costs. This shift not only supported environmental objectives but also introduced measurable efficiency gains, especially in remote operations where logistics are often the costliest and most time-consuming component of the supply chain.

An emerging dimension of sustainable procurement strategies is the alignment with global and regional sustainability frameworks. (Cravero 2021) notes that mining companies increasingly align their procurement practices with the UN Sustainable Development Goals (SDGs), particularly SDG 12: Responsible Consumption and Production. For example, procurement departments are incorporating SDG-aligned indicators in supplier scorecards, such as energy usage, waste management practices, and community development contributions. A multinational mining company operating in sub-Saharan Africa embedded SDG indicators into all major supplier contracts and reported these outcomes to investors through integrated ESG reports. This alignment has strengthened the company's access to ESG-linked financing and improved investor relations, which indirectly supports procurement efficiency by securing more predictable project funding and streamlined capital expenditure approvals.

(Tachizawa and Wong 2015) further highlight the strategic value of supplier diversity within sustainable procurement frameworks. In mining contexts, supplier diversity involves intentional sourcing from underrepresented groups such as women-owned businesses, indigenous enterprises, and disabled entrepreneurs. A mining company in Western Australia implemented a policy to allocate 10% of procurement contracts to indigenous-owned firms. While this initially posed logistical and training challenges, the company invested in mentoring programs and adapted its payment terms to suit smaller suppliers' cash flow needs. The initiative resulted in a more inclusive supply chain and stronger community relationships, which reduced project opposition and improved workforce stability. Supplier diversity, therefore, emerges not only as a social justice issue but also as a strategic procurement tool that strengthens project execution and long-term operational viability.

(Khan et al. 2022) argue that the alignment of procurement strategies with broader corporate goals such as improving resource efficiency and reducing waste plays a significant role in enhancing supply chain performance. One example can be seen in a mining operation in South Africa, where the company adopted a circular procurement strategy. This strategy involved sourcing materials and equipment that could be reused, recycled, or repurposed at the end of their life cycle. By shifting to circular procurement, the company reduced its reliance on virgin materials, which not only decreased costs associated with raw material procurement but also minimized waste disposal fees. The procurement team collaborated with suppliers to implement take-back schemes for obsolete equipment and products, creating a circular flow of materials that enhanced efficiency by reducing waste and associated transportation costs. This approach demonstrated that integrating circular economy principles into procurement could have a direct and lasting impact on improving the efficiency of mining project supply chains.

The growing importance of supplier collaboration as a strategy to improve supply chain efficiency is emphasized by (Pérez et al. 2019), who suggest that fostering long-term relationships with suppliers helps mitigate procurement risks and enhances project stability. In their study, they highlight a case from a large Australian mining company, which established a collaborative program with its critical suppliers to reduce lead times and improve material flow. This program was based on transparent communication, shared planning, and joint risk management. The mining company provided suppliers with forecasted demand data, enabling them to better plan for material provision and streamline production processes. The result was a marked reduction in material shortages and delayed shipments, which ultimately led to improved project timelines and lower costs. This case underscores how supplier collaboration, fueled by sustainability objectives, can directly enhance supply chain efficiency by improving material availability and responsiveness to project needs.

Another critical aspect of improving supply chain efficiency through procurement strategies is lean supply chain management. (Caldwell and Porth 2016) examine the implementation of lean principles in procurement within the mining industry, showing how eliminating waste and reducing unnecessary steps can significantly enhance efficiency. Lean supply chain practices, when integrated with sustainable procurement, allow mining companies to streamline operations by minimizing resource usage and optimizing inventory management. One such example comes from a Canadian gold mining company that introduced lean techniques into its procurement strategy to reduce the excess inventory of consumables. By collaborating with suppliers to reduce lead times and adopt just-in-time (JIT) inventory practices, the company minimized the storage space required for materials and reduced the costs associated with holding excess inventory. This not only improved cash flow but also increased the overall speed and flexibility of the project supply chain, allowing the mining company to adapt quickly to changing market conditions.

(Pagell and Wu 2020) further argue that a proactive risk management approach embedded in procurement strategies helps enhance the resilience of project supply chains. Mining companies face significant risks due to factors like fluctuating commodity prices, regulatory changes, and environmental impacts. Effective procurement strategies anticipate and address these risks by diversifying the supplier base, securing alternative sources for critical materials, and integrating risk mitigation plans into procurement contracts. For example, in a case involving a copper mining operation in Africa, the company's procurement team

worked closely with suppliers to establish contingency plans in case of disruptions to the supply chain, such as transport strikes or natural disasters. By identifying potential risks and securing backup suppliers in advance, the company was able to avoid significant delays during project execution. Moreover, having a diversified supply chain reduced the exposure to price volatility in raw materials, enabling the company to better manage procurement costs and maintain stable project progress.

(Lai and Wong 2021) highlight the role of sustainable sourcing in improving supply chain efficiency, particularly in terms of reducing environmental impact and fostering long-term supplier relationships. Their research shows that when mining companies prioritize sourcing from suppliers who adhere to strict environmental and social standards, they experience fewer disruptions in their supply chains and can achieve more predictable project outcomes. One compelling example comes from a copper mining company in Zambia, which implemented a supplier sustainability audit program to ensure that its vendors followed responsible sourcing practices. This approach led to improved supplier consistency and reduced incidents of non-compliance with environmental regulations. As a result, the mining company was able to maintain its operations without facing costly delays due to legal issues or the need to source from alternative suppliers. This strategy not only improved efficiency by securing reliable, compliant suppliers but also contributed to the company's broader environmental goals.

(Waller et al. 2020) emphasize the importance of demand forecasting and capacity planning as integral elements of procurement strategies aimed at improving supply chain efficiency. Accurate demand forecasting, combined with capacity planning, enables mining companies to optimize their procurement processes and avoid over- or under-ordering. In their case study of a large-scale gold mine in Australia, the procurement team used advanced data analytics to predict future material demands and align supplier capacity with project needs. By providing suppliers with precise forecasts, the company was able to ensure that materials were available when needed, reducing delays and optimizing resource use. The mining company also implemented flexible contracts that allowed suppliers to scale up or down based on demand changes, which minimized the risk of stockouts or excess inventory. This dynamic approach to procurement improved the agility of the supply chain and significantly reduced operating costs.

(Sarkis et al. 2021) further reinforce the idea that digital technologies are increasingly playing a central role in optimizing procurement and improving supply chain efficiency in mining. The introduction of technologies such as blockchain, cloud-based procurement systems, and artificial intelligence (AI) has transformed the way mining companies manage their supply chains. In a study of a mining company in the United States, blockchain was used to track and verify the sustainability credentials of suppliers. By integrating blockchain into its procurement system, the company not only ensured that its suppliers met sustainability standards but also gained real-time visibility into supply chain processes, enabling more accurate decision-making. This increased transparency reduced delays and operational risks by providing the procurement team with real-time updates on supplier performance and material availability. The case exemplifies how digital technologies can enhance procurement efficiency by automating compliance checks and improving supply chain coordination.

Another strategy that has had measurable success involves aligning procurement scheduling with predictive maintenance systems. In projects where equipment downtime has severe implications for supply chain timelines, integrating predictive analytics into procurement helps ensure the availability of critical spare parts and technical services. A copper mine in Mongolia implemented such a strategy by linking sensor data from heavy machinery with their procurement management system. This allowed the company to automate orders for parts before mechanical failures occurred, thereby preventing delays in project operations. Studies such as those by (Ivanov and Dolgui 2020) suggest that predictive procurement linked to condition-monitoring technologies can reduce equipment-related disruptions by up to 30%, thus improving overall efficiency in mining project supply chains.

Strategic supplier development is another important practice in improving efficiency, especially when operating in regions with limited industrial infrastructure. Mining firms in sub-Saharan Africa have increasingly invested in supplier development initiatives ranging from financial support and skills training to technical collaboration. A compelling example is the case of a Zambian mining firm that partnered with a group of local SMEs to build their capacity in welding and fabrication. Within two years, these suppliers were able to meet the required quality and safety standards, reducing the company's reliance on foreign vendors and shortening procurement lead times. Pagell and Shevchenko (2014) argue that such strategies not only contribute to supply chain resilience but also promote efficiency by fostering supplier proximity and responsiveness, reducing logistical complexity.

Standardization of procurement processes is often overlooked but can have profound impacts on project efficiency. By standardizing specifications for commonly used items, mining firms can reduce procurement complexity, streamline inventory management, and secure better pricing through bulk contracts. For example, a multinational mining company operating across West Africa introduced a standardized catalogue for equipment and spare parts used in site operations. This allowed for cross-site sharing of inventory, minimized redundancy, and reduced emergency procurement costs. As reported in the findings of Christopher (2016), standardization contributes significantly to reducing the "bullwhip effect" in supply chains, leading to better demand planning and more stable procurement cycles.

While supply chain visibility has long been discussed in logistics, its application within sustainable procurement is becoming more strategic in project-based industries. Enhanced visibility achieved through real-time tracking systems, cloud-based dashboards, and supplier portals enables proactive intervention when disruptions are detected. In a recent case from a Chilean lithium mining

operation, the company implemented a digital platform that provided end-to-end visibility of materials from procurement to delivery at the mine site. This improved accountability across the supplier network and reduced the average lead time variance by 15%. According to (Baryannis et al. 2019), such visibility is especially critical in complex supply chains where delays in one component can stall entire projects.

Sustainability-aligned contract management is another evolving strategy. Contracts that include sustainability clauses covering emissions targets, ethical labor conditions, and local employment quotas can act as governance tools that reinforce supplier accountability while enhancing efficiency. A mining company in Peru incorporated adaptive contract models that included periodic reviews tied to both performance and sustainability KPIs. This flexibility allowed the procurement team to adjust volumes, timelines, and prices based on real-time project data and environmental constraints, such as seasonal weather disruptions. According to (Monczka et al. 2020), adaptive contracting leads to better supplier relationships, reduces renegotiation frequency, and ensures greater alignment between project needs and supply capabilities.

➤ *Barriers Hindering the Effective Implementation of Sustainable Procurement Strategies in Project Supply Chains.*

(Govindan et al. 2014) say that one of the biggest problems with using sustainable procurement strategies in project supply chains is that key stakeholders do not know about or understand them. Cost and speed have traditionally been the main factors that drive procurement decisions in many organisations. Sustainability concerns are often seen as less important. Particularly among procurement managers and supply chain experts who may see sustainable practices as time-consuming or expensive, this attitude can foster opposition to change. Also, organisations are less likely to spend money on the training and capacity building needed to support these initiatives if they do not know what the long-term benefits of sustainable procurement are, like lower operational risks, a better brand reputation, and lower costs over time. Lack of uniform criteria for evaluating sustainability exacerbates this lack of knowledge and makes it challenging for businesses to track progress and defend the initial expenses related to implementing more environmentally friendly purchasing policies.

According to (Luzzini et al.2015), financial limitations are a major obstacle to efficient sustainable procurement as well. Integrating sustainability into procurement procedures has significant upfront costs that can call for investments in new technologies, supplier development initiatives, and staff training. For many businesses, especially those in very competitive or low-margin sectors like mining, these expenses can be excessive. Financial pressures can also make businesses less likely to choose suppliers that are more environmentally friendly but may be more expensive. Instead, they may choose suppliers that are cheaper but do not help them reach their sustainability goals. Many banks still give short-term profits priority over long-term environmental and social consequences, therefore companies may also find it difficult to fund sustainable initiatives. This financial barrier is especially strong in developing areas where getting money is hard and cutting costs is still a top priority for operations.

Blome et al. (2014) say that problems with suppliers are a big problem for making sustainable procurement work. Many suppliers, especially small and medium-sized businesses (SMEs), lack the resources, knowledge, or drive to satisfy the rigorous environmental and social criteria called for by sustainable procurement policies. This capacity gap might cause supply chain bottlenecks that result in delays, increased costs, and subpar project outcomes. Also, suppliers may not want to adopt sustainable practices because they think they will cost too much or because there are not enough market incentives. In the mining industry, where supply chains are often complicated and spread out all over the world, it is even harder to put effective procurement strategies into action when it is hard to check that suppliers are following sustainability standards.

Miemyczyk et al. (2019) name organisational culture as yet another important obstacle. Sustainable procurement usually calls for a basic change in corporate culture away from short-term profit maximisation towards long-term value generation and stakeholder involvement. But such changes may be resisted by deeply ingrained organisational norms, power structures, and incentive systems. In many companies, procurement teams are mostly judged on cost savings and speed, with little appreciation for sustainability accomplishments. This mismatch between performance metrics and sustainability goals can make it harder to make sustainable choices when buying things every day. Even well-designed procurement plans can fall flat without strong leadership dedication and open communication regarding the strategic relevance of sustainability.

(Beske and Seuring , 2014) talk about how important it is for data to be available and clear in order to support sustainable procurement. To make good decisions about sustainable procurement, you need accurate, timely, and complete information about how suppliers are doing, how their actions affect the environment, and the social risks they pose. However, a lot of businesses have trouble getting reliable information from their suppliers, especially when they have to deal with complicated, multi-tier supply chains. This lack of openness can make it harder to see risks and make it harder to judge how sustainable a supplier is. Also, the lack of standardised reporting frameworks makes it even harder to collect data, which makes it hard for companies to compare their performance and show that they are meeting their sustainability goals.

(Wilhelm et al.2016) say that technological barriers are also very important in making sustainable procurement strategies less effective. Sustainable procurement is sometimes implemented by using sophisticated digital technologies to track supplier compliance, monitor environmental effects, and optimise resource use. Many companies, meanwhile, lack the required technical infrastructure or knowledge to properly use these technologies. The high costs of buying and maintaining digital procurement

platforms, as well as the need for a lot of training and system integration, can make things very hard. Smaller suppliers might also lack the digital maturity needed to engage in technology-driven sustainability projects, therefore causing gaps in the supply chain.

According to (Pagell and Wu, 2020), sustainable purchasing may be hindered by supply chain complexity itself. For example, the mining industry depends on a lot of suppliers, contractors, and logistics providers, each of whom has a different level of commitment to sustainability. Particularly when suppliers run in areas with low regulatory control or little environmental consciousness, coordinating sustainable practices throughout such a dispersed and fragmented supply chain can be difficult. Also, companies that rely on long, international supply chains are more likely to have negative effects on the environment and society, which makes it hard for them to consistently follow sustainability standards. Because of this complexity, companies often have to spend a lot of money on things like supply chain mapping, risk assessment, and supplier engagement, which can be scary for even the biggest companies.

(Freeman et al. 2020) argue that stakeholder theory provides a robust conceptual foundation for analyzing the complex web of relationships involved in corporate decision-making. Within procurement, this perspective requires companies to consider the interests of all affected parties, not just shareholders. Applying this lens to mining projects reveals the multifaceted ways in which procurement decisions influence and are influenced by stakeholders. For instance, when mining firms source materials locally or prioritize ethical suppliers, they may gain community trust and regulatory goodwill, which can translate into fewer project disruptions and faster permitting processes. Conversely, if procurement practices are perceived as exploitative or opaque, they can spark opposition, protests, or even the withdrawal of investment. Thus, stakeholder perception is not a passive observation, it actively shapes the outcome and efficiency of procurement systems.

Suppliers, as another crucial stakeholder group, bring a unique perspective to sustainable procurement. While large and established suppliers often have the capacity to meet sustainability criteria, smaller or local suppliers may face challenges in aligning with environmental and social standards. (Rezaei et al. 2023) report that supplier perceptions of sustainable procurement are heavily influenced by the level of engagement and support they receive from buyers. In one case from a Zambian mining operation, suppliers who received technical training, flexible payment terms, and sustainability guidelines from the mining company were more willing and more able to comply with sustainable procurement standards. These suppliers viewed the procurement strategy not as a compliance exercise, but as a pathway to improve their competitiveness and business sustainability. In contrast, suppliers that were excluded from decision-making or received unclear expectations often struggled to meet procurement demands, leading to inefficiencies and strained relationships.

Regulatory bodies and government agencies also evaluate the effectiveness of procurement strategies, especially when these strategies intersect with national policy goals such as local content regulations, environmental protection, and economic empowerment. Governments increasingly expect mining companies to integrate public interest objectives into their procurement practices. In South Africa, for instance, the Mining Charter requires firms to source a specific percentage of their goods and services from historically disadvantaged groups. Regulators assess the success of procurement strategies based not only on compliance but also on developmental outcomes. According to (Cravero 2021), procurement practices that align with such regulatory expectations are more likely to receive expedited approvals and public endorsements, enhancing operational efficiency and reducing legal risks.

Investor stakeholders are especially concerned with how sustainable procurement strategies affect a mining company's ESG (Environmental, Social, and Governance) performance. Investors increasingly view sustainability metrics as indicators of long-term financial stability and risk management capability. Sustainable procurement, as a visible and reportable activity, is frequently scrutinized in ESG assessments. In their analysis, (Porter and Kramer 2019) argue that companies that demonstrate strong procurement sustainability practices can attract impact investors and benefit from preferential lending conditions. Mining firms that disclose supplier sustainability data, local content metrics, and ethical sourcing policies are often rated more favorably in ESG rankings. This perception has direct implications for a company's capital access, cost of borrowing, and shareholder value, reinforcing the strategic importance of stakeholder-aligned procurement systems.

NGOs and civil society organizations, though often outside formal procurement structures, exert significant influence on stakeholder perceptions. They frequently serve as watchdogs, monitoring the environmental and social consequences of mining projects. When NGOs highlight unsustainable sourcing such as ties to deforestation, labor exploitation, or pollution can lead to consumer backlash, legal investigations, or reputational damage. However, collaborative engagement with NGOs can also enhance procurement strategies. A case from Peru illustrates how a mining company co-developed a supplier code of conduct with an international NGO, resulting in increased transparency and more sustainable sourcing practices. This cooperation improved public perception and contributed to smoother project implementation. As noted by (Spence and Rinaldi 2014), NGOs can act as both critics and collaborators, depending on how mining companies choose to engage with them during procurement planning.

The perception of effectiveness also varies across geographic and cultural contexts. In emerging economies, where infrastructure, regulatory oversight, and supplier maturity may be limited, stakeholder expectations around sustainable procurement may differ. Govindan et al. (2014) observe that in such settings, procurement strategies are more effective when tailored to local realities. For example, in countries with limited access to certified sustainable suppliers, mining firms must balance sustainability

goals with operational feasibility. Stakeholders in these regions may view success less in terms of global certification and more in terms of local employment, fair treatment of workers, and minimal disruption to livelihoods. Therefore, context-sensitive procurement strategies that adapt to regional capacities and priorities are often perceived as more legitimate and effective by local stakeholders.

(Awaysheh et al. 2020) emphasize that digital tools and real-time data analytics can significantly influence stakeholder perceptions of procurement strategies. For example, when mining companies adopt platforms that provide detailed insights into supply chain sustainability such as real-time data on environmental impacts or supplier performance investors and regulators often view these practices as more credible and effective. This transparency fosters greater trust among stakeholders and ensures that companies meet sustainability commitments. In a case study of a mining operation in the Democratic Republic of Congo (DRC), the company integrated a blockchain-based system to track the environmental footprint of materials from their origin to the final product. Investors found this transparency invaluable, particularly as they could track the supply chain's sustainability claims against verified data. As a result, the firm attracted more ESG-focused investment, which provided a significant financial cushion during economic downturns.

Stakeholder perceptions of effectiveness are also shaped by the long-term viability of the sustainable procurement strategies. Montabon et al. (2016) highlight the importance of monitoring and adjusting sustainability criteria over time to ensure continuous improvement. In the context of mining, this often involves setting incremental sustainability targets and adjusting procurement policies based on performance evaluations. For instance, a silver mining company in Mexico implemented a staged approach to increase its use of renewable energy in its supply chain. The company set annual targets for renewable energy usage among its suppliers and worked closely with them to increase their capacity for using solar and wind energy. This gradual approach allowed the company to not only achieve its sustainability goals but also foster stronger relationships with suppliers. Over time, suppliers that met energy-use targets gained preferential status, which further encouraged adherence to sustainable practices. This example illustrates how sustainable procurement strategies, when perceived as adaptable and flexible, are more likely to gain widespread support from stakeholders, especially in dynamic environments.

(Lai and Wong 2021) argue that supplier diversity is a key factor in driving sustainable procurement effectiveness. In their research, they found that companies that engage with a diverse pool of suppliers, particularly small and medium-sized enterprises (SMEs), often experience more innovative solutions and reduced procurement risks. For mining companies, which frequently face challenges related to the availability of local suppliers or specialized goods, engaging a diverse supplier base can lead to more robust procurement systems. A notable example is an Australian mining company that adopted a supplier diversity program aimed at integrating indigenous-owned businesses into their procurement processes. While initially hesitant due to concerns over capacity and reliability, the company found that these suppliers provided unique insights into local environmental conditions and helped the company avoid logistical bottlenecks. The mining firm's sustainable procurement strategy not only aligned with national policies on indigenous rights but also led to innovative solutions that improved overall project efficiency.

(Tachizawa and Wong 2015) discuss how the integration of sustainability into procurement requires a balance between operational efficiency and social and environmental goals. While mining companies may embrace sustainable procurement for ethical reasons, they must also ensure that these strategies do not compromise the timeliness or cost-effectiveness of their operations. A case in point is a copper mining operation in Chile, where the company's procurement department was initially skeptical about the cost implications of sustainable sourcing. However, after a detailed cost-benefit analysis, the company discovered that the benefits of working with environmentally and socially responsible suppliers outweighed the initial investment. By prioritizing local suppliers with strong sustainability practices, the mining operation reduced transportation costs, minimized delays related to environmental compliance, and received favorable government incentives for supporting local business development. This case demonstrates that when the balance is right, stakeholders, including regulators and local communities, perceive the procurement strategy as both effective and efficient.

(Porter and Kramer 2019) emphasize that effective stakeholder engagement is crucial for the success of sustainable procurement strategies, particularly in the mining sector, where project risks are often tied to public perception and local community support. Mining companies that engage with local communities early in the procurement process are more likely to achieve project success. For instance, a platinum mining company in South Africa conducted a series of consultations with local communities, environmental groups, and government agencies before finalizing their procurement strategies. These consultations focused on sourcing materials from companies that met strict environmental standards, and they also emphasized the importance of creating local employment opportunities. By embedding these priorities into their procurement policies, the mining company gained community support, which translated into smoother project execution and fewer operational interruptions. This example highlights the importance of stakeholder engagement in shaping sustainable procurement strategies that align with local priorities and concerns, thus ensuring the efficiency of the entire supply chain.

(Holmes and Johnsen 2018) note that the effectiveness of sustainable procurement strategies is often contingent on the ability of companies to communicate their goals and achievements to stakeholders. Transparency in reporting, particularly regarding the environmental and social impacts of procurement decisions, plays a crucial role in fostering trust and accountability. A case study

from a mining operation in Zambia illustrates this point: the company implemented a comprehensive sustainability report detailing their procurement practices, the selection of suppliers based on social and environmental criteria, and the outcomes of these initiatives. By publicly disclosing these practices, the company not only improved its relationships with external stakeholders such as NGOs and regulators but also gained positive attention from investors who were increasingly prioritizing ESG factors. This transparent reporting made the company's sustainable procurement strategies more visible and credible, enhancing both the perceived effectiveness and overall success of their supply chain management.

The role of government and regulatory bodies in shaping stakeholder perceptions of sustainable procurement is particularly relevant in the mining sector, where compliance with national and international standards is crucial for maintaining operational legitimacy. (Cravero 2021) argues that governments increasingly require mining companies to align their procurement strategies with environmental and social regulations, creating a direct link between regulatory compliance and procurement efficiency. A case in point is a mining firm in Brazil that, in response to stricter environmental regulations, adopted a procurement strategy focused on sourcing materials from certified suppliers who adhered to sustainable practices. The company's proactive approach not only ensured compliance but also led to smoother interactions with regulatory authorities, reducing the time spent on environmental audits and permitting processes. This case highlights that regulatory bodies play an essential role in shaping the effectiveness of procurement strategies by establishing clear guidelines and incentivizing sustainable practices.

➤ *Personal Critique of Literature Review*

The literature on sustainable procurement in mining shows a clear pattern. Most studies argue that sustainability-focused sourcing improves efficiency through better risk control, logistics performance, supplier reliability, knowledge sharing, contract design, and digital systems. While the body of research is rich in case studies, it has several limitations. Many studies rely on isolated examples, focus heavily on successful projects, and do not address structural constraints that shape procurement decisions in mining. This critique reviews the contributions and weaknesses of the literature across themes including risk reduction, cost management, digitalisation, collaboration, supplier development, governance, transparency, environmental alignment, circularity, and capability building. It highlights areas where evidence is strong, where it is narrow, and where further research is needed.

Rezaei et al. (2023) highlight the connection between sustainable procurement and supply chain resilience. Their case from Indonesia shows that rigorous screening and lifecycle costing helped reduce disruptions. While the results are positive, the evidence is based on a single case, and the link between audits and reduced interruptions is presented as direct without considering external factors. Supply interruptions in mining can also result from political or logistics issues, yet these are not addressed. The study assumes that replacing non-compliant suppliers is easy, but in many mining regions supplier options are limited. Still, the study contributes to the understanding of how sustainability tools may strengthen resilience.

Centobelli et al. (2020) show how lean practices and sustainability integration improve procurement agility. Their case of a European mining firm demonstrates cost reductions from supplier consolidation and the use of digital systems. Although useful, the evidence is shaped by the context of a region with high digital readiness. Mining operations in regions with weak digital infrastructure may not achieve similar results. The study also frames supplier consolidation as positive, but does not consider the risk of over-reliance on fewer suppliers or the exclusion of small local firms. The study adds important insights into digital traceability but does not account for uneven supplier capabilities.

Smith et al. (2019) argue that lifecycle costing leads to lower long-term costs. Their cases across South America and Africa show that selecting equipment based on long-term performance helps reduce downtime. While lifecycle costing is relevant, the study does not address challenges in applying it. Mining firms often face budget cycles that prioritise short-term savings over long-term planning. Data on long-term maintenance costs is often limited, and lifecycle models depend on assumptions that may not hold under local conditions. Despite these limitations, the study strengthens the argument that forward-looking procurement helps efficiency. Jones (2021) focuses on digital procurement systems and shows that digital scorecards and compliance tools cut procurement cycle time. The evidence is strong for firms with mature digital systems, but the analysis does not address the cost of digital adoption or the skills needed to use these tools. Many mining firms rely on manual systems because digital investments compete with other project priorities. Supplier digital literacy is also uneven. These gaps mean that while digital tools can speed up decision-making, the findings cannot be generalised across the mining sector.

García et al. (2020) highlight the role of stakeholder engagement in improving supply chain reliability. Their Bolivian case shows that collaboration with suppliers, regulators, and communities can secure long-term contracts and stable pricing. The findings add depth because they link efficiency to social factors rather than only operational tools. However, the study does not explore conditions where stakeholder expectations conflict with cost or schedule demands. Engagement processes can also slow down procurement, yet this trade-off is not analysed. Still, the study advances the understanding of trust-based procurement in mining. Miemczyk et al. (2019) show that sustainability criteria strengthen coordination between departments. Their Scandinavian case suggests that sustainability frameworks reduce redundant orders and improve forecasting. While this is important, the study focuses on companies with strong internal systems and does not examine environments where departments operate in silos. The assumption that sustainability improves coordination may not hold in firms without clear communication structures.

The literature presents a broad and growing body of work on sustainable procurement in the mining sector, showing clear progress in how companies adopt environmental, social, and governance principles in sourcing decisions. However, the body of research also reveals several weaknesses. These include limited coverage of developing country contexts, a strong reliance on case-based reporting with little comparative analysis, and weak attention to implementation barriers within mining firms. The studies reviewed often present sustainability strategies as effective and straightforward, but few examine the structural, economic, and institutional challenges that shape procurement outcomes in real mining environments. This critique evaluates the contributions and limitations of the literature across major thematic areas, focusing on ethical sourcing, digital transformation, lifecycle costing, supplier collaboration, tiered and circular procurement, risk management, lean practices, and alignment with global frameworks.

Research by Khan, Yu, and Golpîra (2022) highlights the rise of ethical and socially responsible procurement. Their work contributes to understanding how mining companies integrate fair labor practices, anti-corruption controls, and community engagement in supplier selection. Although this adds useful depth to the discussion, the studies rely heavily on selected corporate examples without showing how widespread such practices are across the mining industry. Ethical procurement is presented as a driver of efficiency, but the evidence is mainly anecdotal, drawn from isolated cases that may not reflect industry norms. There is also little critical discussion of the cost challenges companies face when enforcing strict ethical standards in regions where informal supply chains dominate. While the authors emphasise positive results, they do not address situations where ethical criteria may conflict with operational priorities or local supplier capacity.

Digital transformation is widely discussed in the literature. Alwaysseh et al. (2020) show how digital procurement tools, blockchain, and analytics increase transparency and speed. Although the cases offered are useful, most examples come from large firms in high-income regions with strong digital infrastructure. This limits the generalisability of the findings, especially for mining firms in Africa, Asia, and Latin America where system integration and digital readiness differ widely. The literature rarely critiques the cost of digital adoption or the human skills needed to maintain digital systems. Studies also tend to treat technology as a solution rather than examining organisational resistance, data security concerns, or the uneven ability of suppliers to integrate with digital tools. As a result, the digital transformation literature provides strong conceptual insights but underexplores practical constraints and uneven implementation outcomes.

The growing use of lifecycle costing (LCC), as presented by Gluch and Baumann (2018), brings attention to the need to evaluate long-term impacts of procurement decisions. While the LCC approach is well grounded in theory, the literature tends to overstate its feasibility in real project environments. Many mining firms operate under budget cycles that favour short-term cost savings, making long-term costing difficult to justify. The referenced case from Canada shows positive results, but the literature does not explore situations where LCC leads to supplier disputes, data gaps, or high upfront expenses that firms cannot absorb. As a result, while LCC is recommended as a sustainability tool, the research does not fully address its operational limitations.

Organisational alignment and culture also feature in the research. Porter and Kramer (2019) and Foerstl et al. (2015) acknowledge that sustainable procurement depends on leadership support, internal coordination, and informal champions within firms. This is a strength of the literature because it moves the discussion beyond technical tools to internal behavioural factors. However, the studies often lack detailed analysis of the political dynamics inside mining firms, such as power struggles between procurement, engineering, and finance teams. They also do not consider how leadership turnover or shifting corporate strategies affect the long-term sustainability of procurement reforms. Although these works recognise the role of organisational culture, they do not fully examine how cultural change is managed, resisted, or sustained.

Supplier collaboration is a central theme in the literature, with works such as Matos and Hall (2020) and Pérez et al. (2019) offering detailed cases showing how joint initiatives with suppliers improve compliance, reduce delays, and strengthen supply chains. These studies provide practical insights but are heavily case-driven, with limited comparative data that can show which forms of collaboration are most effective across different countries, commodities, and supplier types. Many examples highlight successful partnerships, but there is little examination of failures. Research often overlooks power imbalances between mining firms and small suppliers, especially in developing regions. For instance, while supplier training programs are praised, the literature does not assess whether small suppliers face long-term dependency, rising compliance costs, or unequal negotiation conditions.

Luzzini et al. (2015) explore supplier segmentation and tiered procurement. This approach is useful because it tries to structure supplier management based on sustainability maturity rather than treating all suppliers uniformly. However, the literature tends to focus on larger suppliers with better reporting capabilities, leaving out the majority of small and medium enterprises that dominate local sourcing in many mining regions. Tiered procurement can reinforce structural exclusion of small suppliers who cannot meet strict criteria, a topic the literature does not adequately address. Although segmentation is presented as a tool for efficiency, it may lead to greater concentration of contracts among a few dominant suppliers, which increases supply chain risk.

Montabon, Pagell, and Wu (2016) contribute to the discussion by showing how RFP processes can embed sustainability criteria. While this is a promising direction, the literature tends to assume that suppliers can easily adapt to such requirements. In practice, smaller suppliers may lack the documentation needed to meet sustainability scoring systems, especially in emerging markets. The authors do not address whether adding sustainability weighting increases the administrative burden on procurement teams or affects

bid participation rates. Additionally, there is little discussion of how contract monitoring is conducted after awarding bids, which is a major weakness because sustainability in procurement requires ongoing oversight rather than one-time evaluation.

The broader sustainability literature, including work by Beske-Janssen et al. (2015), calls for integrating environmental and social impact assessments. These studies add conceptual strength but lack detailed evidence of how mining firms implement supplier-level impact assessments under real regulatory conditions. Many developing country mining regions have weak enforcement systems, limited environmental data, and political pressures that shape procurement decisions. The literature tends to treat impact assessments as neutral processes, without addressing how power relations, corruption risks, or political interests may influence sustainability review outcomes.

Accountability and public reporting strategies discussed by Spence and Rinaldi (2014) show how transparency can strengthen legitimacy and reduce operational conflict. While transparency frameworks are important, the literature does not address the resource demands that regular sustainability reporting places on procurement teams. It also does not consider whether reports reflect actual performance or simply what companies choose to disclose. In settings where public trust in mining operations is low, sustainability reporting alone may not prevent conflicts or project delays, yet the literature often presents reporting as a reliable solution.

Circular procurement receives growing attention in works such as Brandenburg and Rebs (2015) and Khan et al. (2022). These studies highlight the potential of material reuse, refurbishment, and take-back programs. However, circular procurement depends on strong supplier ecosystems, reverse logistics systems, and supportive regulations, conditions that are often absent in remote mining regions. Although examples from Europe show success, the literature does not examine how circular strategies might work where recycling infrastructure is weak or where regulatory frameworks do not support material recovery. The focus on positive outcomes limits the ability to assess the broader feasibility of circular procurement across the global industry.

Another area of interest is alignment with global sustainability frameworks, including SDGs, described by Cravero (2021). This literature enriches the understanding of how mining firms integrate global norms into procurement. However, the studies do not evaluate whether SDG alignment is symbolic or substantive. Many mining companies incorporate SDG language into procurement documents without making operational adjustments. The literature rarely questions whether SDG-linked reporting improves actual procurement decisions or whether it mainly fulfils investor or public expectations. Supplier diversity, as explored by Tachizawa and Wong (2015), adds an important dimension to sustainable procurement. Yet, the literature often frames diversity as straightforward to implement without addressing the market readiness, training needs, and financing gaps that affect small suppliers from underrepresented groups. Diversity programs are praised for improving community relations, but the studies do not investigate whether such suppliers remain competitive without continued support. This limits understanding of long-term effects.

In the area of efficiency and risk reduction, works by Pagell and Wu (2020), Caldwell and Porth (2016), Waller et al. (2020), and Sarkis et al. (2021) show how lean practices, forecasting, and digital tools reduce delays and improve supply chain flow. These contributions are useful but again rely on specific company cases. The literature rarely examines the differences between stable and volatile mining environments. Many efficiency-based procurement strategies assume predictable demand, strong logistics networks, and stable regulatory systems. In many mining regions, infrastructure gaps, political shifts, and market volatility shape procurement outcomes far more than internal management strategies, yet the literature tends to reduce complexity by focusing on internal processes alone. Predictive procurement and condition-based maintenance, as discussed by Ivanov and Dolgui (2020), provide strong evidence from manufacturing and apply it to mining. However, the literature often assumes that mining companies have consistent access to sensor data, maintenance expertise, and digital integration. These conditions vary widely across firms. The studies provide promising insights but lack evidence from low-technology mining settings.

Supplier development strategies highlighted by Pagell and Shevchenko (2014) and cases from African mining settings offer more context-relevant insights. These studies show how supplier capacity building advances sustainability and efficiency. Yet, long-term evidence on supplier survival, economic independence, or the cost burden on mining firms is limited. The literature does not capture whether supplier development creates lasting structural change or whether gains fade after program withdrawal. Finally, the literature on process standardisation, visibility, and adaptive contracting, including works by Christopher (2016), Baryannis et al. (2019), and Monczka et al. (2020), offers strong operational insights. However, the studies often frame these tools as universally applicable, without addressing organisational resistance, supplier adaptability, or local regulatory variations. Adaptive contracting depends heavily on trust and mature supplier relationships, yet the literature rarely acknowledges how uneven supplier maturity limits contract flexibility in many mining regions.

The reviewed literature presents a wide set of barriers that shape how sustainable procurement is implemented in project supply chains. The work of Govindan et al. (2014) points to a basic barrier that starts inside many organisations. They note that many stakeholders do not understand sustainable procurement concepts. Procurement teams often focus on cost and speed. These two factors shape routine decisions. They have been used for many years as the base for supplier choice. As a result, sustainability is seen as an extra burden rather than part of core practice. When managers view sustainability as a cost item, they resist new procedures. This resistance grows when training budgets are low. Without training, staff struggle to identify long-term gains such

as lower risk exposure, stable supplier relations, and possible cost savings from resource-efficient goods. Govindan et al. also explain that organisations struggle with the lack of common sustainability criteria. This gap makes it difficult to evaluate suppliers in a fair and consistent way. Firms that lack indicators also struggle to show evidence of progress to senior leaders. This creates weak support for investment in sustainability programs.

Financial limits are highlighted by Luzzini et al. (2015). They note that sustainable procurement often requires early investment. These investments include technology tools, staff development, audits, and supplier engagement. Many mining firms operate in low-margin markets. This leads managers to avoid cost items that do not deliver short-term gains. As a result, managers choose suppliers based on unit price alone. Sustainable suppliers may be excluded if their goods cost more even when they deliver long-term risk reduction. Luzzini et al. also point to limits in financial markets. Many banks reward short-term gains rather than long-term value creation. This pushes firms to invest in strategies that improve quarterly results rather than long-term sustainability performance. These financial pressures are stronger in developing regions where firms struggle to access credit. Mining firms in such settings often focus on meeting production targets at the lowest possible cost. This contributes to underinvestment in sustainable procurement.

Supplier-related barriers form another strong theme in the literature. Blome et al. (2014) explain that many suppliers do not have the capacity to meet sustainability standards. Small and medium suppliers face resource limits and knowledge gaps. They may not have tools to track energy use, waste, or labour practices. These limits create bottlenecks in the supply chain. When suppliers cannot meet standards, projects experience delays or higher costs. Some suppliers also lack motivation to adjust their practices. They may believe that buyers do not value sustainability. They may also lack market incentives to improve. This is common in mining supply chains where global dispersion makes it difficult to monitor compliance. When buyers operate in regions with weak environmental rules, suppliers may ignore sustainability guidelines. This undermines procurement goals.

Miemczyk et al. (2019) shift the discussion from external barriers to internal organisational culture. They note that sustainable procurement requires a shift from short-term profit focus to long-term value creation. Many firms struggle with this cultural shift. Incentives inside procurement teams reward cost savings and fast delivery. When teams are judged on these two indicators, they avoid decisions that raise costs in the short run. Even well-designed policies can fail if leaders do not reinforce sustainability as a strategic priority. Cultural resistance, unclear communication, and poor alignment between performance targets and sustainability goals create a major barrier. The literature also points to data and transparency problems. Beske and Seuring (2014) explain that good sustainability decisions depend on accurate and complete data. Firms need information on supplier performance, environmental impact, labour conditions, and social risks. Many firms struggle to gather such information. Multi-tier supply chains hide key practices. Firms may know direct suppliers but know little about second or third tier suppliers. This makes it difficult to track risks and confirm compliance. Another problem is the lack of standard rules for reporting. Without a single reporting method, suppliers share information in different formats. This makes comparison difficult and leads to poor monitoring.

Technology plays a major part in sustainable procurement. Wilhelm et al. (2016) describe technical barriers such as weak digital systems and limited skills. Many firms lack modern tools for supplier monitoring and traceability. Even when technology is available, staff may not have training to use it. High costs for system upgrades, integration, and maintenance prevent adoption. Suppliers may also lack digital maturity. This creates gaps in data sharing and slows down sustainability tracking. Awaysheh et al. (2020) expand on this by showing how digital tools like real-time data platforms and blockchain improve stakeholder trust. They give examples from mining operations where these tools helped investors assess sustainability claims. But adoption is still limited due to high costs and skill shortages. Pagell and Wu (2020) highlight supply chain complexity as another barrier. Mining supply chains often include many suppliers spread across long distances. Each supplier has different sustainability standards and practices. This creates coordination problems. When suppliers operate in regions with low regulatory control, monitoring becomes harder. Global supply chains also add environmental and social risks. Firms must spend time and money on mapping supply chains and evaluating supplier risks. These tasks can be costly and time-consuming.

The literature on stakeholders adds another dimension to the critique. Freeman et al. (2020) show that procurement decisions affect many groups, including communities, workers, regulators, and investors. When procurement aligns with stakeholder needs, projects face fewer disruptions. When stakeholders perceive procurement as unfair or harmful, they resist projects. This suggests that sustainable procurement cannot succeed through internal policies alone. Firms must engage with communities and regulators. Failure to do so leads to conflict, slow approvals, and project delays. Rezaei et al. (2023) focus on supplier perceptions. Their work shows that supplier capacity improves when buyers engage them through training, clear standards, and flexible payment terms. When suppliers are left out of planning, they struggle to meet sustainability demands. This creates inefficiency and tension. Their work also shows that supplier engagement is not only technical but relational. When suppliers feel respected, they commit more to sustainability.

Regulators play an important role in shaping procurement. Cravero (2021) notes that governments tie procurement to national goals such as local content or environmental protection. Mining firms that align procurement with these rules gain smoother approvals and reduce legal risks. This suggests that regulatory influence operates not only as a constraint but also as a driver of procurement effectiveness. Investors shape procurement through pressure on environmental, social, and governance performance.

Porter and Kramer (2019) argue that investors use procurement data as a sign of risk management. Firms that disclose sustainability practices may gain better financing terms. This shows that financial markets influence procurement strategies. The literature, however, does not provide enough evidence about how investors in developing regions assess procurement sustainability.

NGOs also influence procurement. Spence and Rinaldi (2014) show how NGOs act as watchdogs. They monitor firms and raise concerns about poor sourcing practices. Their influence can lead to reputational damage. But the literature also shows that NGOs can collaborate with firms. Joint projects such as supplier codes of conduct help firms improve transparency. This dual role of NGOs highlights a gap in the literature: there is limited research on structured engagement between firms and NGOs in mining procurement. Montabon et al. (2016) highlight the need for ongoing monitoring. They argue that sustainability performance improves when firms use staged goals and adjust procurement criteria over time. Case evidence shows that suppliers respond when buyers offer structured targets and support. However, much of the evidence remains descriptive. The literature lacks longitudinal data showing long-term effects of such staged approaches.

Lai and Wong (2021) add another layer by focusing on supplier diversity. They show that diverse suppliers bring innovation and reduce risk. Case examples from mining show that indigenous suppliers can provide insights into local conditions. This reduces delays and improves community relations. Yet, the literature does not examine how supplier diversity affects sustainability performance across different mining contexts. Tachizawa and Wong (2015) address the balance between sustainability and operational efficiency. They argue that firms must consider both when designing procurement systems. Their case evidence shows that sustainable procurement can reduce costs when local suppliers are available. But it also shows that firms often fear rising costs. The literature lacks quantitative data that can confirm or reject these cost claims across multiple mining operations.

Holmes and Johnsen (2018) focus on communication. Their work shows that transparent reporting improves trust and investor confidence. They give examples where sustainability reporting helped firms gain support from regulators and investors. Still, the literature does not provide tools that firms can use to measure how transparency affects outcomes. Across these themes, several gaps stand out. Many studies rely on single case evidence. Single case studies offer depth but limit what can be applied across contexts. The mining sector varies across countries due to regulatory differences, supplier maturity, and socio economic conditions. More cross case studies and surveys would help build generalisable findings. Many studies also use qualitative evidence without clear measurement tools. This limits the ability to test relations between variables.

There is also a lack of evidence from Zambia. Mining in Zambia has unique supply chain features shaped by regulatory conditions and local supplier capacity. Most of the literature reviewed draws from cases in South Africa, Latin America, or Asia. This creates a clear gap that the current study can address. Another gap is the lack of studies that test mediation and moderation in procurement systems. While many authors note the importance of supplier collaboration, few studies measure how it shapes the link between procurement practices and supply chain outcomes. Similarly, organisational support and regulatory factors are discussed, but their moderating role is not tested. The current study can add value by testing these relations.

➤ *Establishment of Research Gaps*

Existing research on sustainable procurement in the mining sector covers many themes that link sustainability with supply chain efficiency. Many studies show the influence of supplier screening, lifecycle costing, digital systems, stakeholder cooperation, and governance structures on supply chain outcomes. The current body of work offers cases from several regions. These include South America, Africa, Europe, North America, Asia, and Australia. Although the evidence base is broad, several gaps still remain. These gaps relate to context, depth, integration, measurement, procurement processes, technology, capacity, collaboration, supplier development, risk, and long-term outcomes. The gaps also relate to differing levels of procurement maturity across mining operations. Each gap points to areas where current knowledge is incomplete or unclear. These areas provide room for new inquiry, especially in relation to project supply chains in mining.

Many studies present data from the Americas, Europe, and Asia. Only a small set of the literature reports findings from the African context, and most of these focus on broad themes such as general compliance, social outcomes, or international development aims. There is little operational evidence from project supply chains within African mining firms. Studies on mining firms in South Africa, Namibia, the Democratic Republic of Congo, and Zambia address elements of sustainable procurement, but they do not go far into operational project cycles. They also do not explore how sustainable procurement affects day-to-day procurement flows, supplier performance, and project schedule outcomes. As a result, the link between sustainable procurement and project efficiency in African mining firms is not well grounded in data. This gap is important because mining operations in Africa face conditions that differ from other regions. These include long transport routes, uneven supplier maturity, regulatory shifts, and limited digital integration. These conditions can influence how sustainable procurement functions in practice. New research can fill this gap by providing operational evidence from project procurement teams in African mines.

Existing studies examine sustainability tools such as audits, lifecycle costing, low-carbon sourcing, supplier monitoring, and stakeholder involvement. Other studies examine efficiency tools such as lead-time control, inventory control, transport planning, contract flow, or performance tracking. Few studies integrate both sets of tools in one analysis. This creates a gap in understanding how sustainability criteria interact with operational tasks within project supply chains. For example, it is unclear how sustainability

screening affects demand planning, tendering, purchase order cycles, expediting, inspection, warehousing, and transport links. Many studies argue that sustainability improves collaboration and reduces risk, but they do not describe how that improvement shapes schedule control or material flow during project execution. There is also little insight into which sustainability dimensions influence which step of the project supply chain. Mining projects often run through engineering, procurement, construction, and commissioning stages. Sustainable procurement may influence each stage in different ways. Current knowledge does not show these links in detail. This creates a gap that limits the ability of mining firms to embed sustainability within project delivery systems.

Many studies report improvements such as reduced downtime, reduced delays, smoother logistics, or lower operating costs. However, most of these findings are based on case descriptions without a clear measurement approach. There is little use of standardized performance indicators for project supply chain efficiency. Few studies apply metrics such as procurement cycle time, supplier on-time delivery, order accuracy, material availability, equipment uptime, or transport reliability. Some studies present percentage changes in selected indicators, but these metrics differ widely across studies. Because of this variation, it is difficult to compare outcomes across mining firms. There is also limited work on linking sustainability indicators to efficiency indicators in one model. For example, environmental targets, social compliance scores, or lifecycle costing results are not often linked to measurable changes in procurement cycle performance. This gap shows the need for structured models that connect sustainability actions with project supply chain results. Such models can support mining firms in measuring progress, comparing results, and improving procurement systems.

Many studies highlight supplier screening, compliance audits, consolidation, or carbon tracking. These studies pay less attention to long-term supplier development and how it supports project supply chain efficiency. Supplier development may include training, technology transfer, joint planning, collaborative forecasting, or long-term agreements. A few studies mention training of local suppliers or joint design of products, but the analysis is narrow. There is limited work on how supplier development influences reliability, responsiveness, and material flow in mining projects. Many mining operations rely on specialized equipment, skilled contractors, and high-risk materials. Supplier capability can therefore influence project timelines. The lack of focus on long-term supplier development leaves an important gap. Mining firms that operate in remote regions often depend on local suppliers who may lack technical capacity. Sustainable procurement could support supplier growth, but the link to project efficiency has not been explored at depth.

Some studies address digital tools such as blockchain, automated compliance checks, scorecards, and real-time analytics. However, these studies do not explore how such tools influence the full procurement cycle in mining projects. They also do not explain how digital systems interact with sustainability tools. For example, the literature does not show how digital workflows influence lifecycle costing, environmental reporting, supplier screening, or tracking of sustainability targets. Many mining firms operate with mixed systems, where some processes are manual and others are digital. This mix can influence efficiency gains from sustainable procurement. Because few studies explore the combined effect of digital and sustainability factors on project outcomes, a clear gap exists. Addressing this gap can help mining firms understand which digital tools support sustainable procurement, how these tools fit within project supply chain tasks, and how they influence efficiency outcomes.

Several studies note that procurement maturity influences sustainable procurement outcomes. However, the literature does not explore how different levels of maturity shape sustainability outcomes in mining projects. Procurement maturity may refer to standardization, digital integration, staff skill, supplier performance systems, or governance structures. Mining firms vary in maturity depending on ownership, scale, technology, and regulation. These differences influence how sustainable procurement tools are adopted and how they affect supply chain efficiency. Without a clear understanding of this influence, it is difficult to determine why some mines gain efficiency gains from sustainability measures while others do not. This gap limits the ability of mining firms to design maturity pathways that align with sustainability goals.

Mining projects differ by scope, life cycle, infrastructure, geology, and environmental context. Sustainable procurement may work differently depending on the type of project. For example, open-pit mines, underground mines, and processing plants may require different materials, equipment, and contractor profiles. Yet, the literature does not compare the effect of sustainable procurement across these project types. Most case studies focus on a single mining firm or a single project. Without comparative analysis, it is unclear which types of mining projects benefit most from sustainable procurement and which sustainability tools fit each project type. This is important because procurement strategies are not the same across different project stages and sites. A gap exists in linking sustainable procurement to varied project characteristics.

Sustainable procurement is often linked to long-term goals such as stable supply chains, improved community relations, resource efficiency, and innovation. Many studies report short-term gains such as improved supplier compliance, reduced delays, or improved coordination. However, the literature does not explain whether these gains last through the full project life cycle. In mining, project cycles can run for several years. Sustainable procurement may influence performance during construction, operations, and closure phases. Yet almost no study traces outcomes over long periods. This gap limits understanding of the sustained influence of sustainable procurement on project supply chain efficiency. Without long-term evidence, mining firms cannot evaluate the true value of sustainability measures.

Some studies mention alignment between procurement, engineering, logistics, and environmental units. But the literature does not show how internal processes, staff roles, communication flows, or mandate clarity affect the adoption of sustainable procurement. Mining projects involve multiple departments with different priorities. Misalignment can slow procurement cycles or weaken sustainability goals. There is little research on how internal structures support or hinder sustainable procurement during project delivery. This creates a gap in understanding the conditions needed within procurement units to realize efficiency gains.

Some studies show that sustainable procurement can reduce supply interruptions or reduce exposure to global logistics disruptions. However, most research does not explore the wider risk landscape. Mining projects face risks from political environments, economic factors, market shifts, weather, transport routes, or supplier failures. Sustainable procurement may reduce some of these risks, but not others. The literature does not map which risks are influenced by sustainable procurement and which remain unchanged. Without this understanding, the role of sustainable procurement as a risk mitigation tool in project supply chains remains unclear.

Some studies show that sustainable procurement may raise unit costs while reducing total project costs. Others show cost savings linked to energy efficiency or reduced downtime. Yet the literature does not provide a clear model for analyzing trade-offs between cost, sustainability, and project efficiency. Mining firms often operate under strict budget controls, so understanding these trade-offs is crucial. Without clear evidence, managers may hesitate to adopt sustainable procurement tools due to fear of higher prices. This gap points to the need for frameworks that explain where cost increases are offset by efficiency gains.

CHAPTER THREE

RESEARCH METHODOLOGY

A. Overview

This chapter highlights the methodologies that were used in the data collection, as well as how data was analyzed. The chapter presents the research design, the target population, the sample size, sampling and data collection procedures, analysis methods, and the instruments that the used.

➤ *Research Design*

The study employed a case study exploratory research design using a mixed method approach to gather primary data. This design allowed for data collection at a single point in time, offering a snapshot of the variables under study.

➤ *Target Population*

The target population for this study consisted of Project managers, procurement officers and site engineers at Lumwana mine.

➤ *Sample Size*

A sample is a subset of a population that is used to represent the entire group (Hennink, 2022). The sample size for this study consisted of 50 respondents.

➤ *Sampling*

The sampling design for this study was a convenience sampling technique. This method involved the deliberate selection of specific individuals or groups from the target population at based on predefined criteria that are relevant to the research objectives.

➤ *Data Collection Methods*

The main research tool used in the study was a semi-structured questionnaire consisting of both open-ended and closed-ended questions. Primary data was collected through structured surveys.

➤ *Data Analysis*

Data entry and statistical analysis was done using STATA. Graphical presentation of descriptive statistics was done using Microsoft Excel 365. Chi-square was used for inferential statistics in order to determine the relationships between the variables. Thematic analysis was be used to analyze qualitative data.

➤ *Triangulation*

The study employed triangulation as a research strategy to enhance the validity and reliability of the findings. Triangulation involved the use of multiple data sources, data collection methods, and/or researchers' perspectives to corroborate and cross-verify research results. In this study, triangulation was achieved by obtaining quantitative data collected through surveys. This approach helped mitigate potential biases and provided a more comprehensive and accurate understanding of the research phenomenon, increasing the overall robustness of the study's conclusions.

➤ *Ethical Consideration*

The study upheld ethical aspects, including obtaining informed consent, safeguarding participant confidentiality and privacy, and using the acquired information solely for academic purposes. Stringent confidentiality measures were in place. Equal and unbiased treatment was given to all participants, who had the choice to participate or decline without any adverse effects. The study carried no risk of physical harm.

➤ *Study limitations*

One limitation of this study was its focus on a single organization, Lumwana Mining Company, which may have limited the generalizability of the findings to other mining companies or industries. Additionally, the study relied primarily on cross-sectional data collected at a single point in time, which restricted the ability to observe changes or trends in sustainable procurement practices over a longer period. The use of self-reported data from employees and managers may have also introduced bias, as respondents might have provided socially desirable answers rather than fully accurate responses. Finally, the study concentrated on selected aspects of sustainable procurement strategies, potentially overlooking other factors that could have influenced supply chain performance.

CHAPTER FOUR RESULT PRESENTATION

A. Overview

This section provides a detailed analysis of the outcomes achieved, including any statistical or quantitative analysis conducted to support the findings.

➤ Presentation of Results on Background Characteristics of the Respondents

Out of the 75 respondents, 70% were male and 30% were female. This shows that the majority of participants in the study were male.

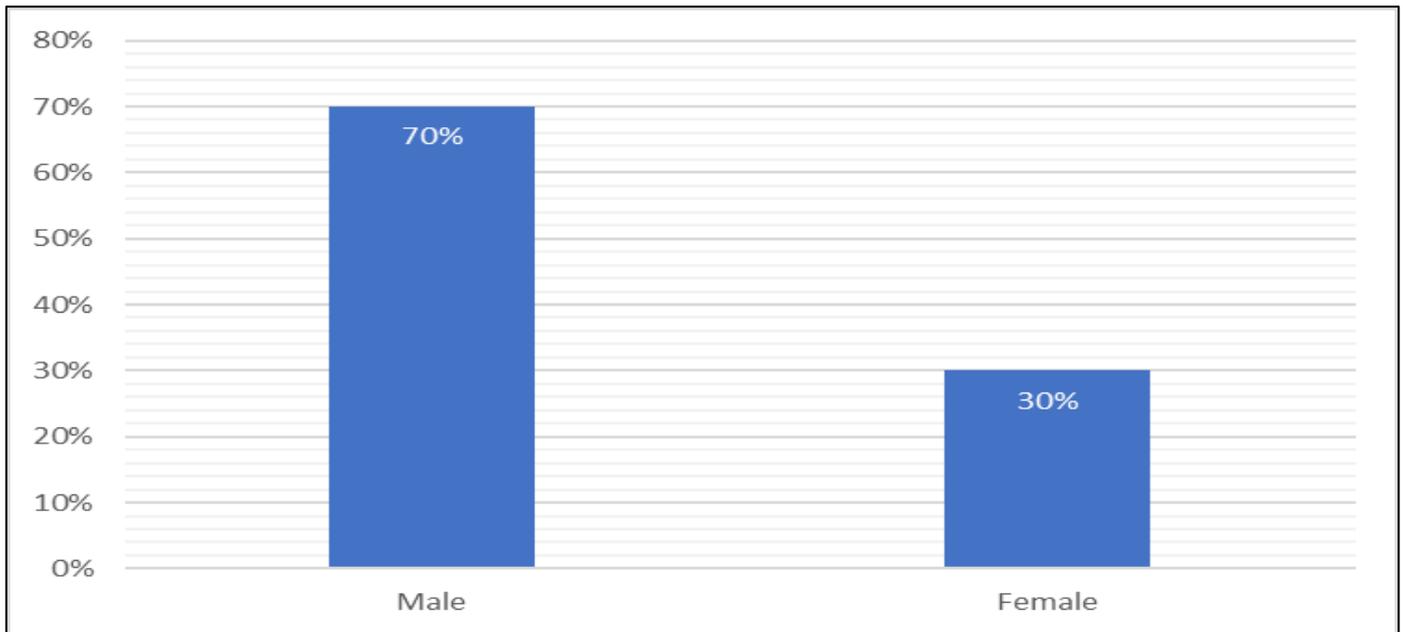


Fig 2 Participant’s Gender

The age distribution showed that 40% of respondents were aged between 31–40 years, and another 40% were aged between 41–50 years. A smaller proportion, 10%, were aged between 22–30 years, while another 10% were above 50 years. Most participants were therefore between 31 and 50 years old.

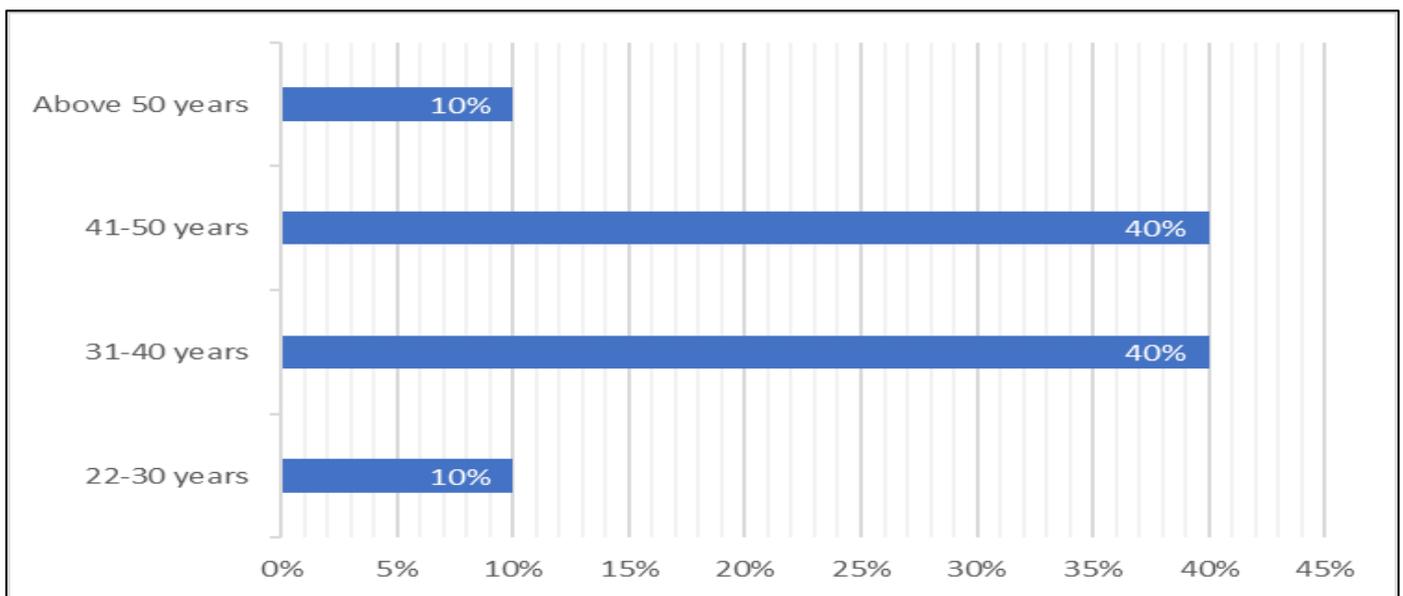


Fig 3 Age

The majority of participants (70%) were married. Single respondents accounted for 20%, while 10% were divorced.

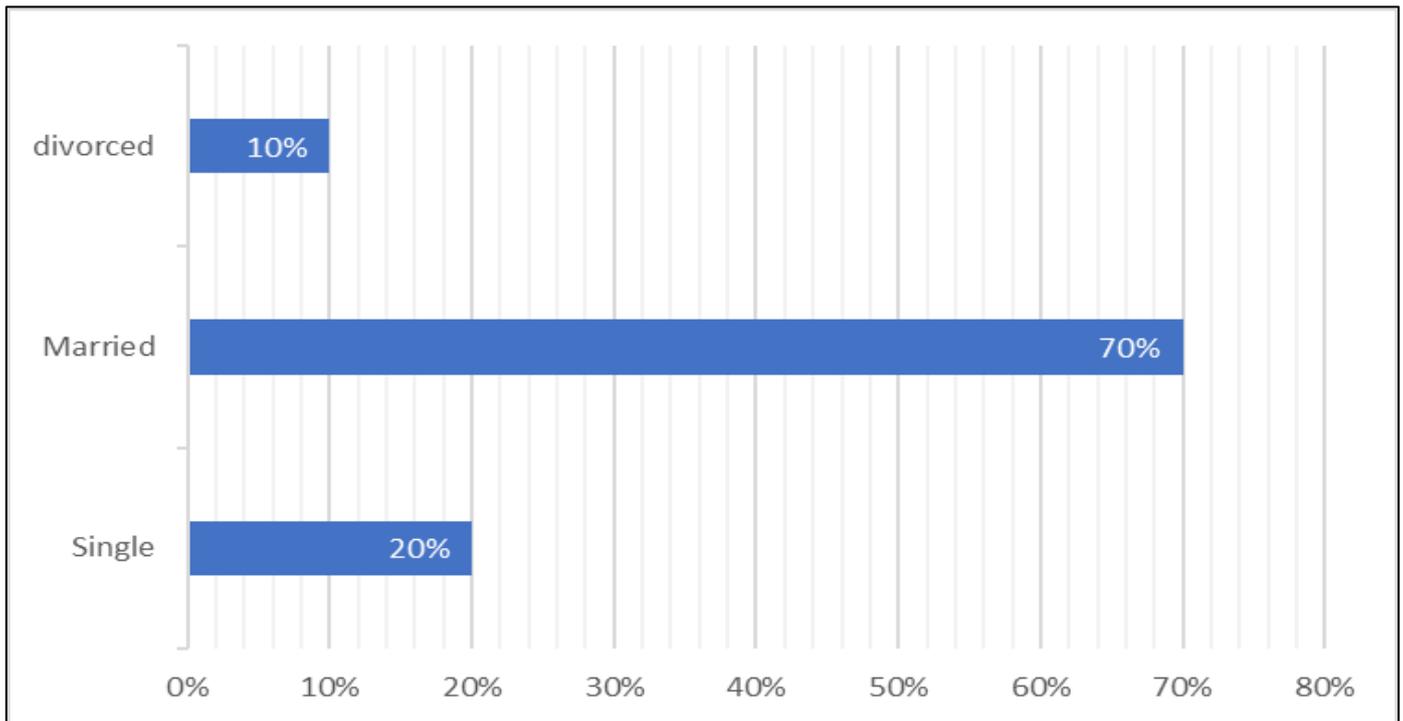


Fig 4 Marital Status

Most respondents (80%) held a Bachelor's degree. An equal proportion of participants had either a higher education diploma/certificate or a Master's degree, each representing 10%.

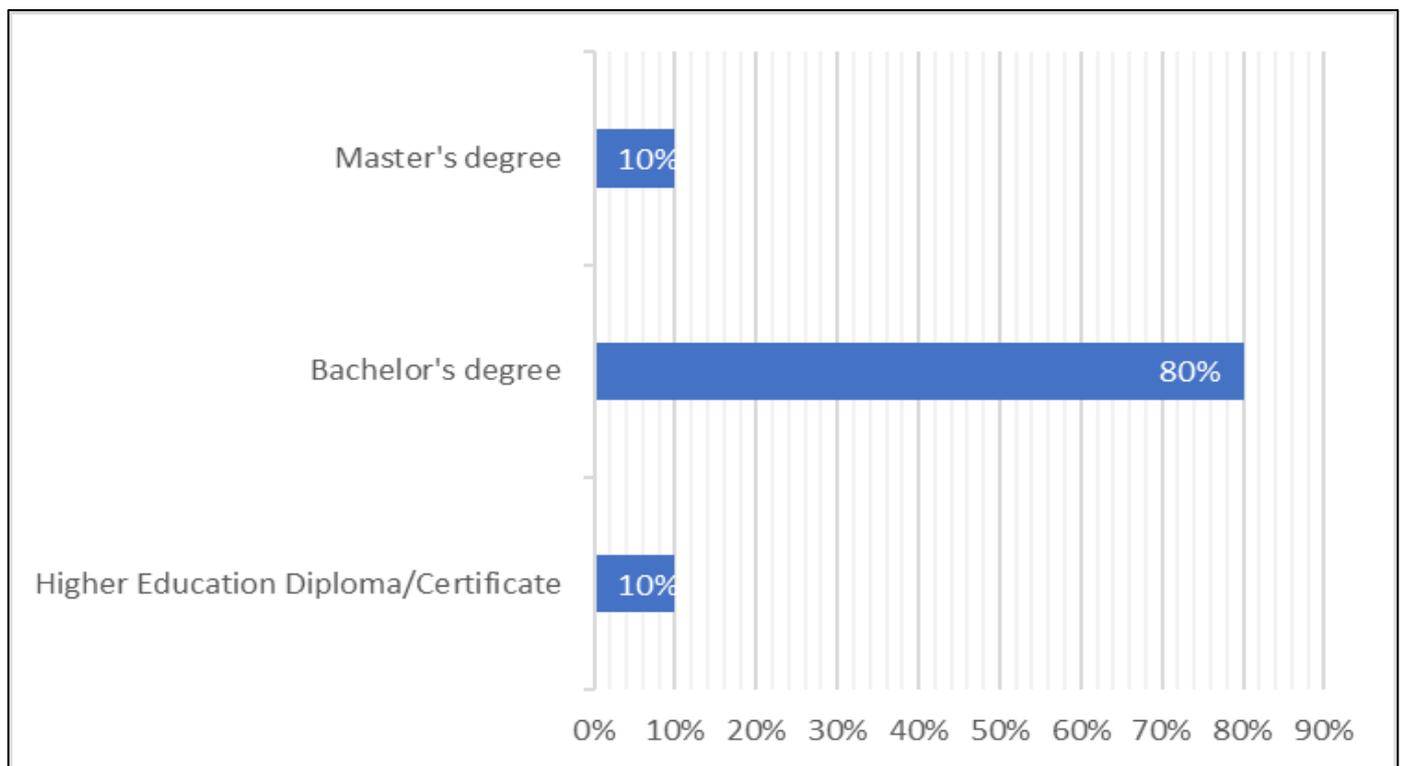


Fig 5 Education Level

➤ *Sustainable Procurement Strategies Implemented by Lumwana Mining Company*

The study found that mixed sourcing is the predominant method used by Lumwana Mining Company, with 32 out of 75 respondents (43%) reporting this approach. Local sourcing was used by 25 respondents (33%), while regional and international sourcing were less common, at 13% and 11% respectively.

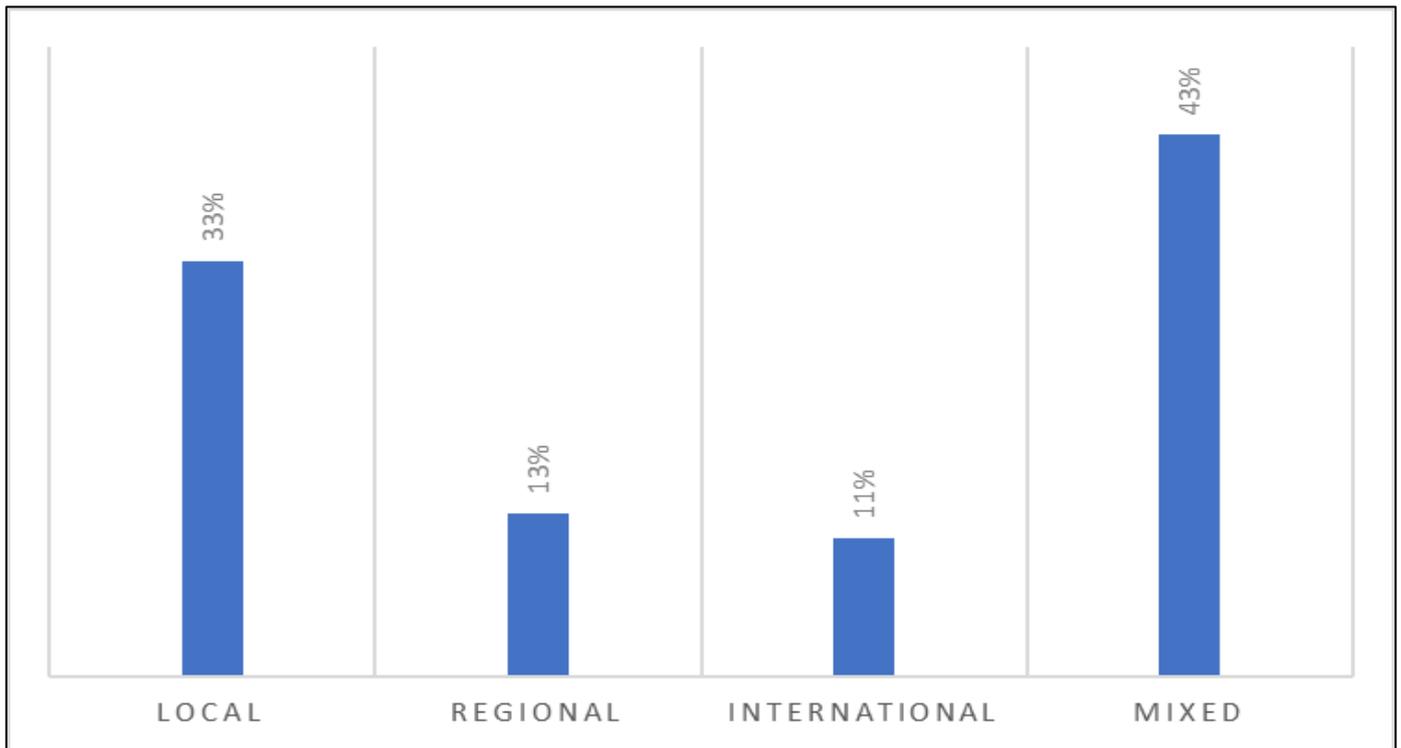


Fig 6 Sourcing Method Used Most

For supplier selection, 25 respondents (33%) indicated that a mixed method is applied, combining cost, quality, and sustainability considerations. Sustainability-focused selection accounted for 20 respondents (27%), while quality and cost-focused approaches were slightly lower, at 18 (24%) and 12 (16%) respectively.

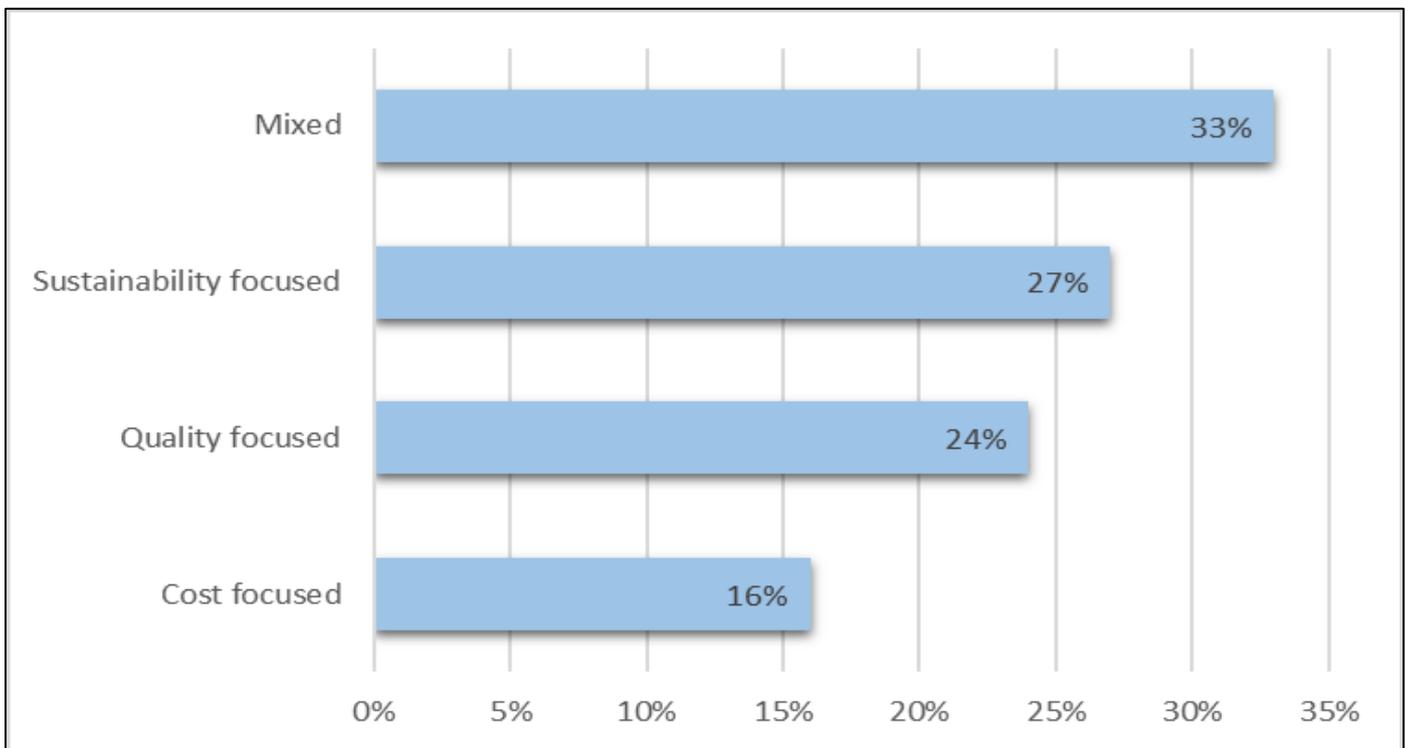


Fig 7 Supplier Selection Method

Safety certification was the most required by the company, with 28 respondents (37%) reporting it as mandatory. Environmental certification followed with 22 responses (29%). Social certification was less common at 13%, and 20% of respondents indicated no certification is required. These results highlight the company’s prioritization of safety compliance while also addressing environmental requirements.

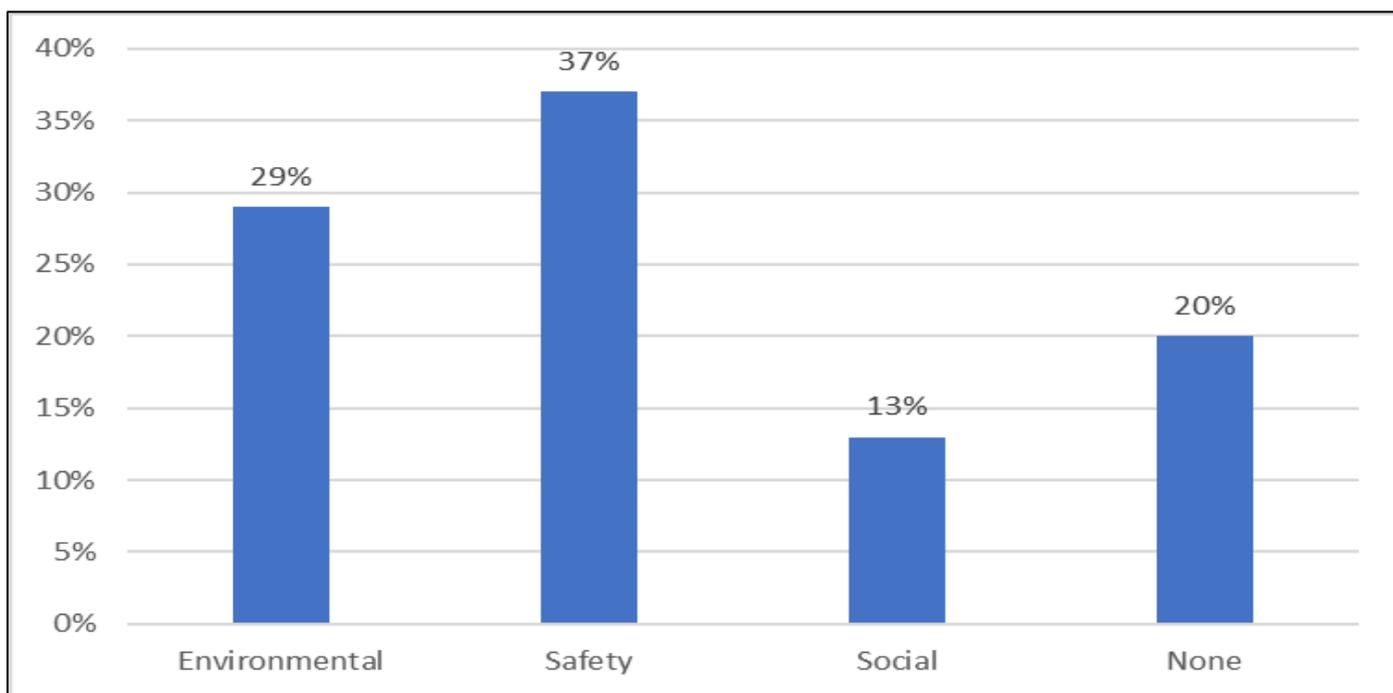


Fig 8 Required Certification

Framework contracts were reported as the most common contract type, with 30 respondents (40%) indicating their use. Fixed contracts were used by 18 respondents (24%), performance-based contracts by 17 (23%), and short-term contracts by 10 (13%). This shows that the company relies on flexible, overarching agreements to secure consistent supply over the long term.

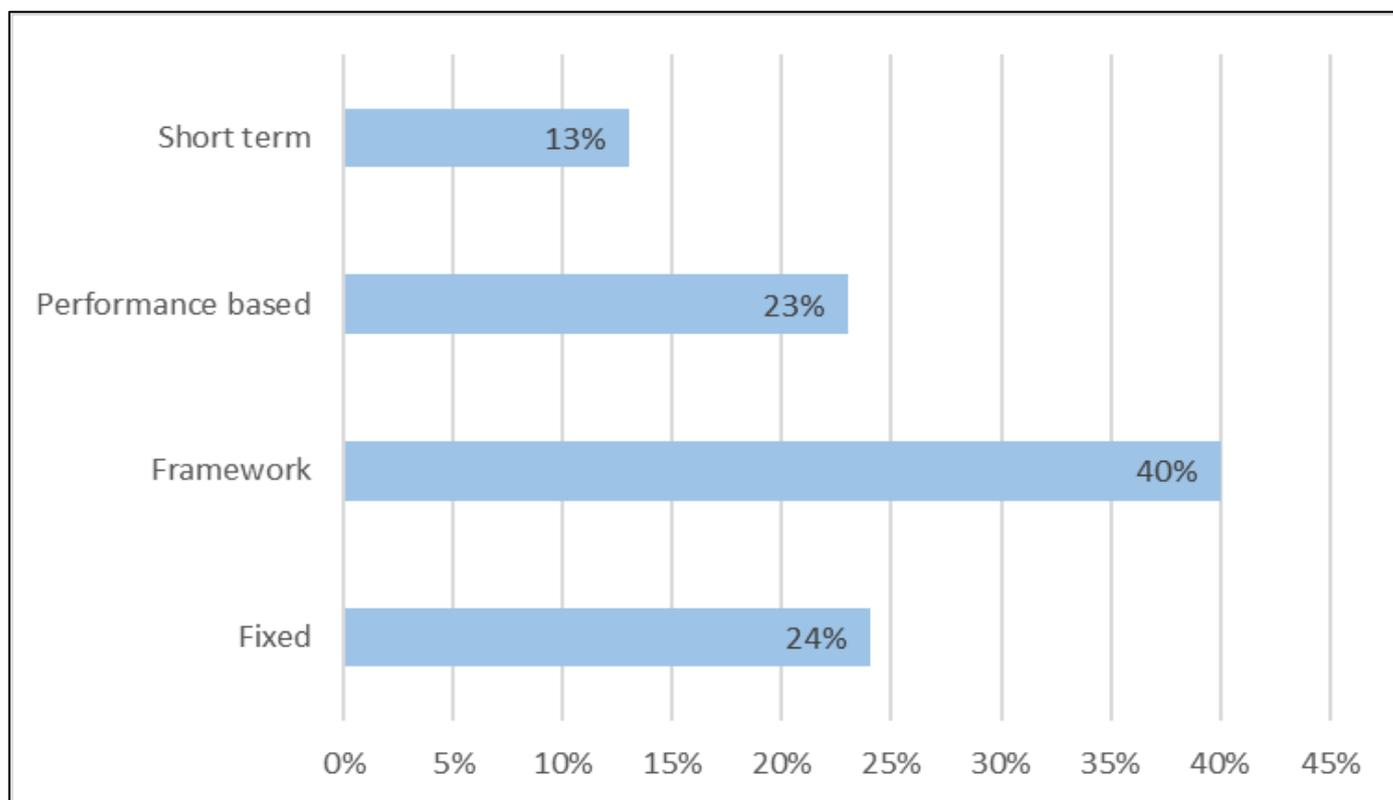


Fig 9 Contract Type for Long-Term Supply

Recycling was the most cited waste control practice, with 25 respondents (33%) indicating its use. Reduction planning and material reuse were also implemented by 22 (29%) and 15 (20%) respondents, respectively. Thirteen respondents (17%) reported no waste control practice.

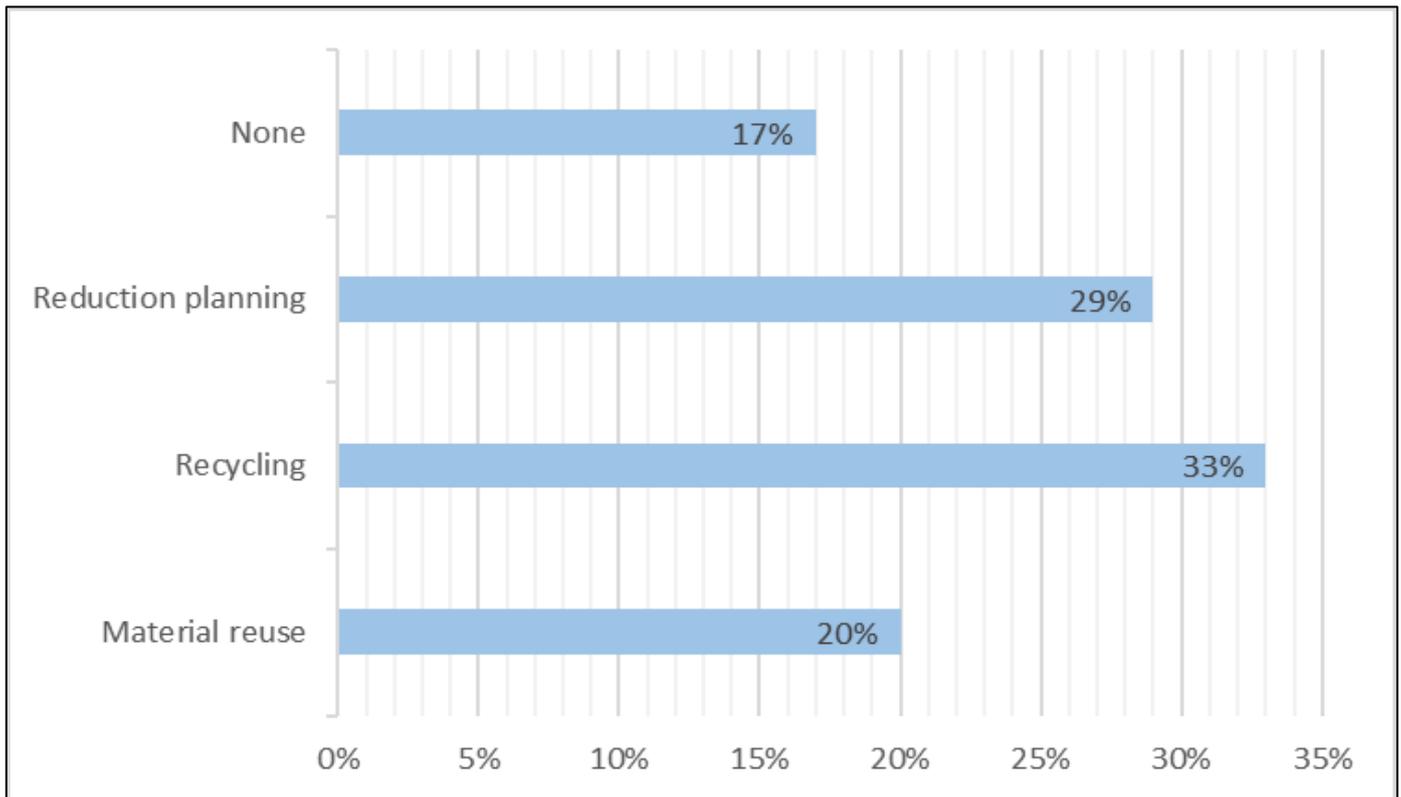


Fig 10 Waste Control Practice

Twenty-two respondents (29%) reported that no specific energy standard is required for supplied goods. Low-energy standards were applied by 20 respondents (27%), energy audits by 18 (24%), and renewable energy standards by 15 (20%). This shows that while energy efficiency is considered, formal standards are not uniformly enforced across suppliers.

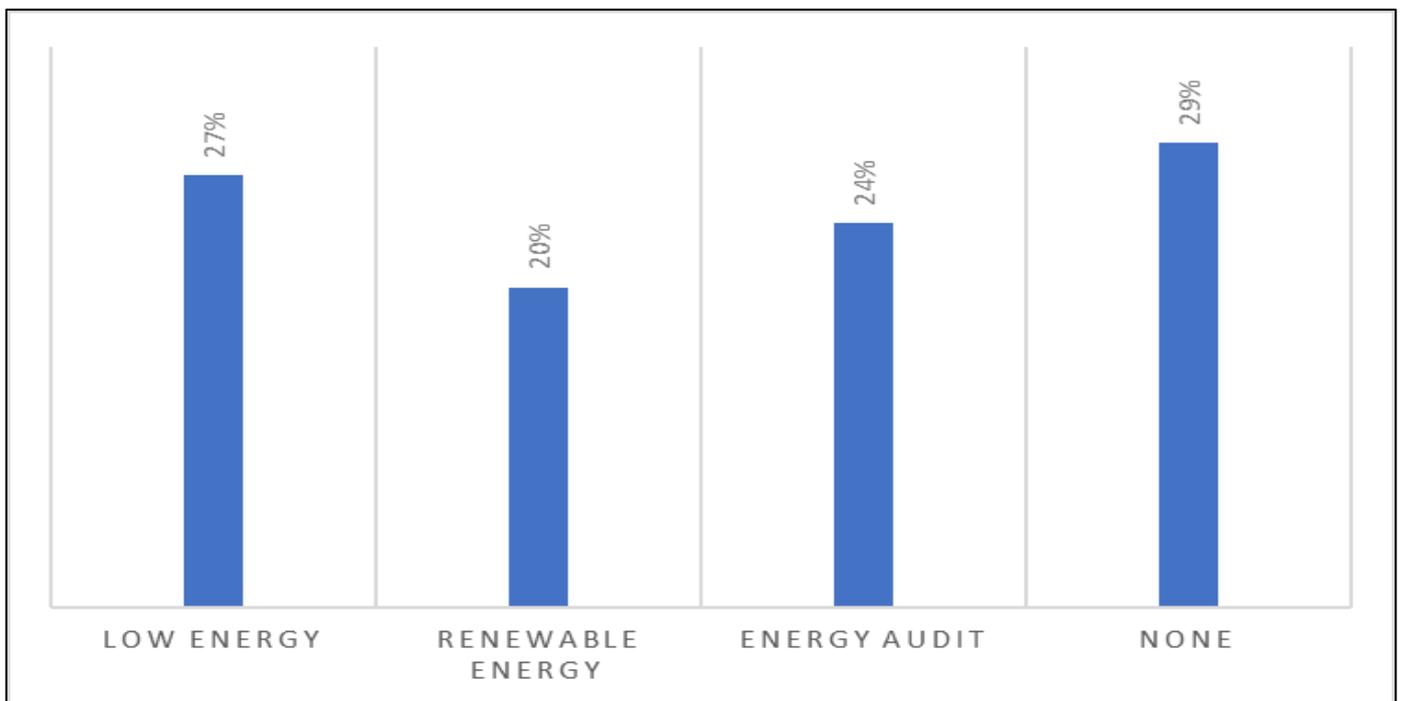


Fig 11 Energy Standard Required

Digital tracking was the primary method for monitoring supplier sustainability, reported by 22 respondents (29%). Site checks (20, 27%) and document checks (18, 24%) were also used. Fifteen respondents (20%) indicated that supplier actions are not monitored. This suggests that the company uses a combination of digital and traditional monitoring, though some gaps in oversight exist.

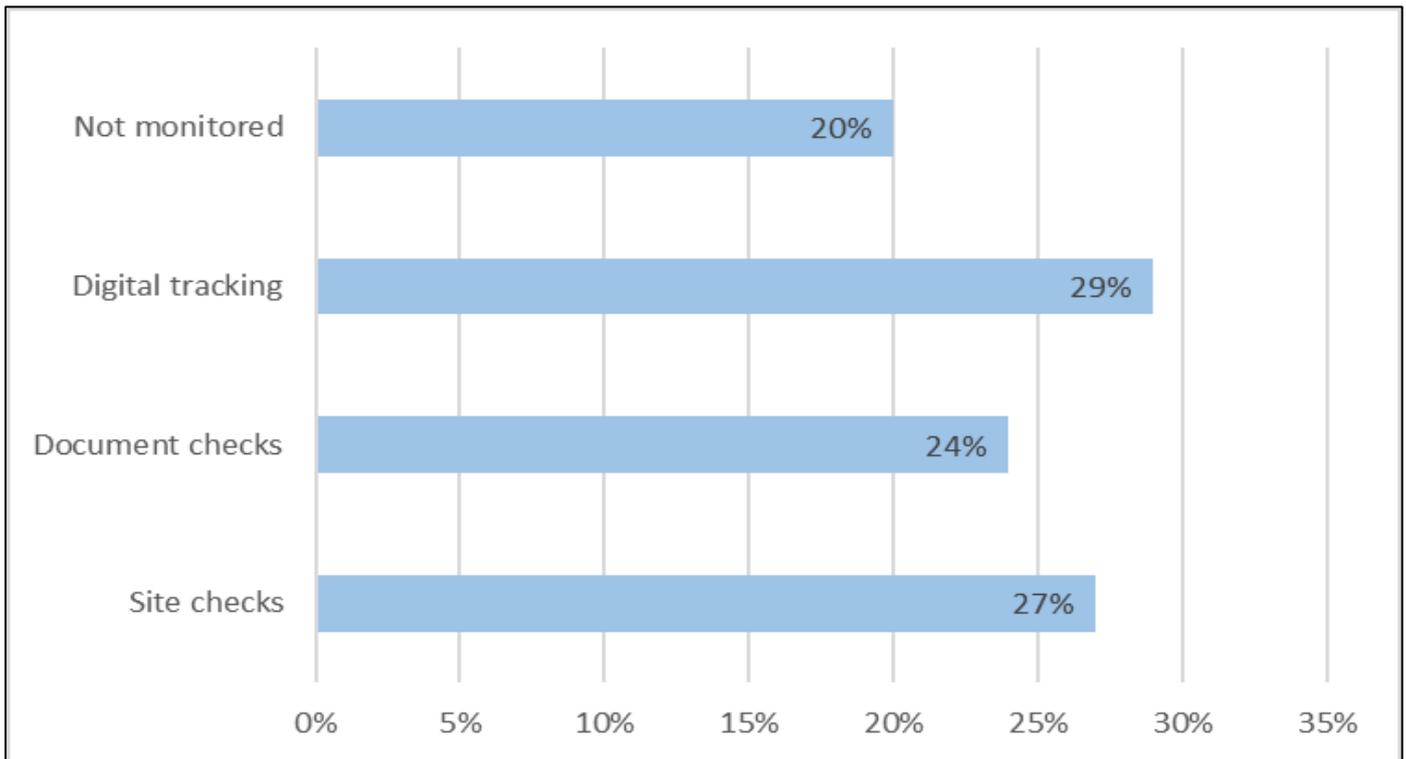


Fig 12 How Supplier Actions are Monitored

Environmental reporting is not required for 25 respondents (33%), making it the most common response. Quarterly reporting was cited by 20 respondents (27%), annual by 18 (24%), and monthly by 12 (16%).

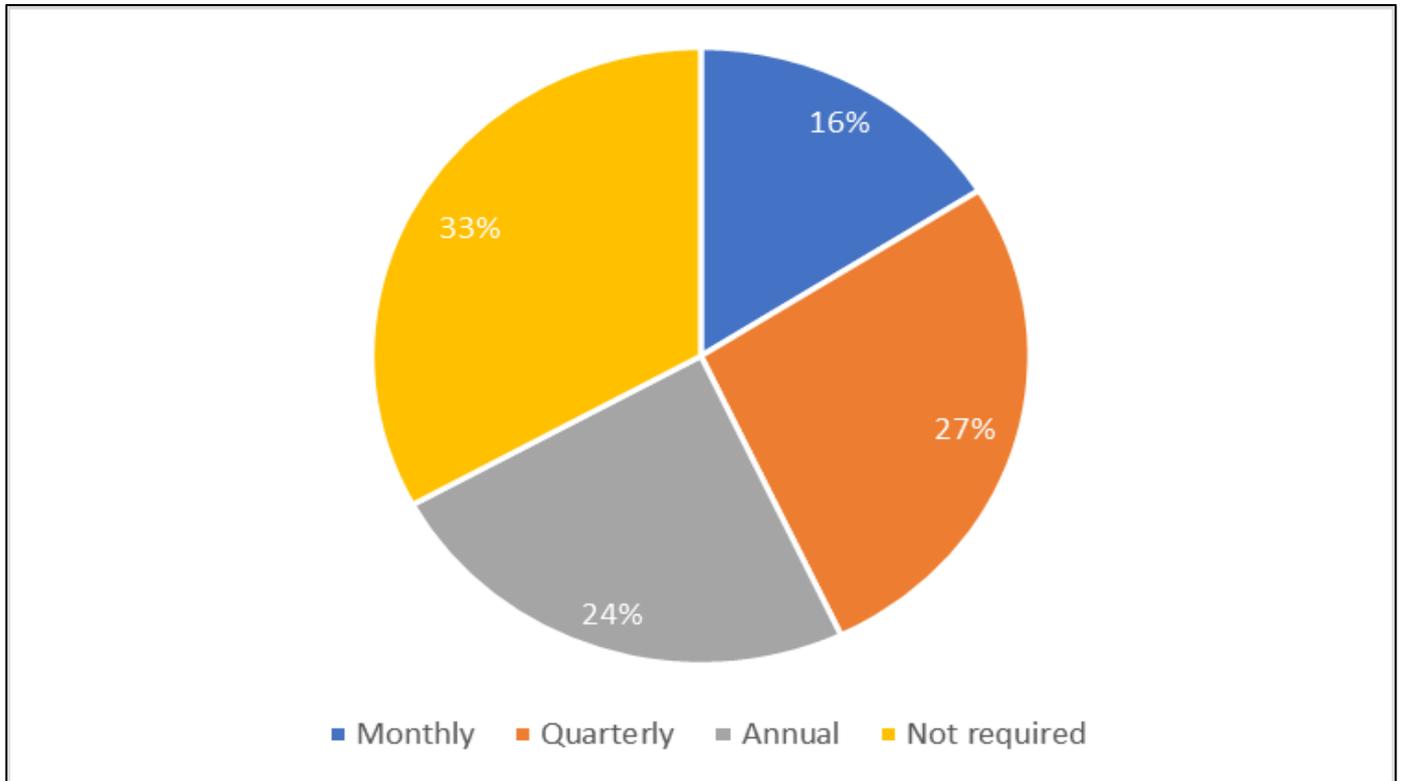


Fig 13 Environmental Reporting

Safety training is the most provided support, with 28 respondents (37%) reporting it. Environmental training follows with 20 (27%), community training with 12 (16%), and 15 respondents (20%) reported no training.

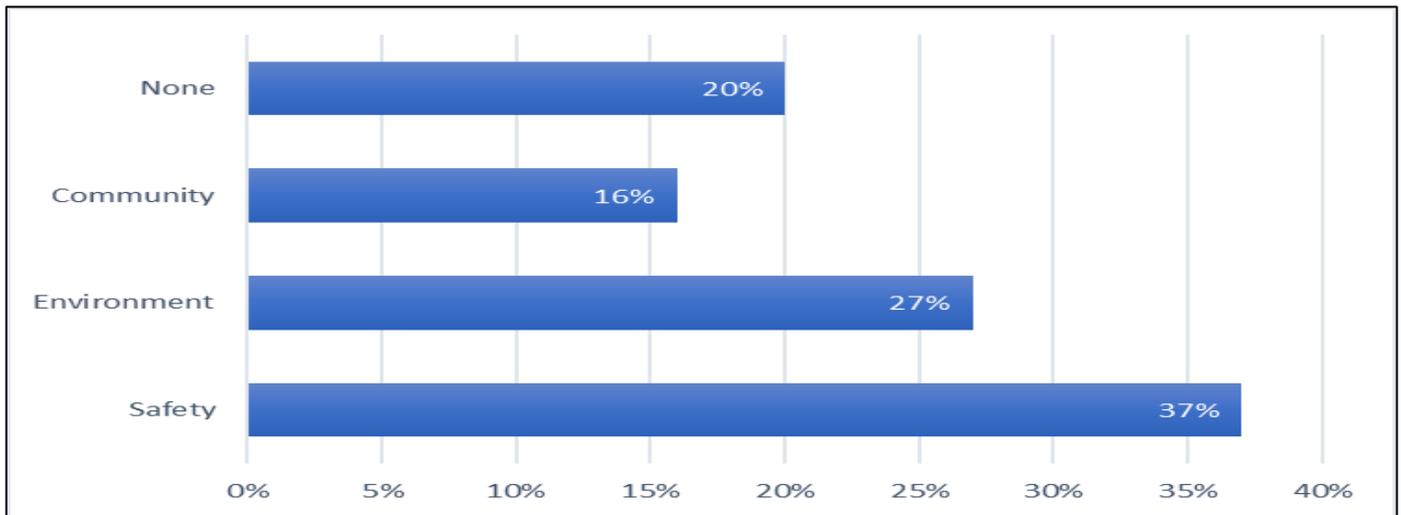


Fig 14 Supplier Training Support

A chi-square test of association was conducted to determine whether the sourcing method used by Lumwana Mining Company is related to the supplier selection method applied. The results show a statistically significant association between the two variables, $\chi^2 (2, N = 100) = 100.000, p = .011$. The likelihood ratio test further supports this finding, $\chi^2 = 134.602, p = .021$, indicating that the observed relationship is unlikely to be due to chance. The significant linear-by-linear association value ($\chi^2 = 82.938, p = .021$) suggests a consistent pattern of change between the categories of sourcing method and supplier selection criteria. These results imply that the way suppliers are sourced (local, mixed, regional, or international) significantly influences the criteria used to select them, such as cost, quality, sustainability, or a mixed approach. In practical terms, Lumwana Mining Company appears to apply different evaluation methods depending on the sourcing approach. This indicates that supplier selection is not uniform but is strategically aligned with sourcing strategies to meet procurement and sustainability objectives.

Table 1 Association Between Sourcing Method and Supplier Selection Method

Chi-Square Tests			
	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	100.000 ^a	2	.011
Likelihood Ratio	134.602	2	.021
Linear-by-Linear Association	82.938	1	.021
N of Valid Cases	100		

➤ *Effectiveness of Strategies on Project Supply Chain Efficiency*

Local sourcing was reported as the strategy that most improved delivery time, with 22 of 75 respondents (29%) indicating this. Digital tracking followed closely with 20 respondents (27%), while framework contracts were noted by 18 (24%). Fifteen respondents (20%) indicated no strategy had improved delivery.

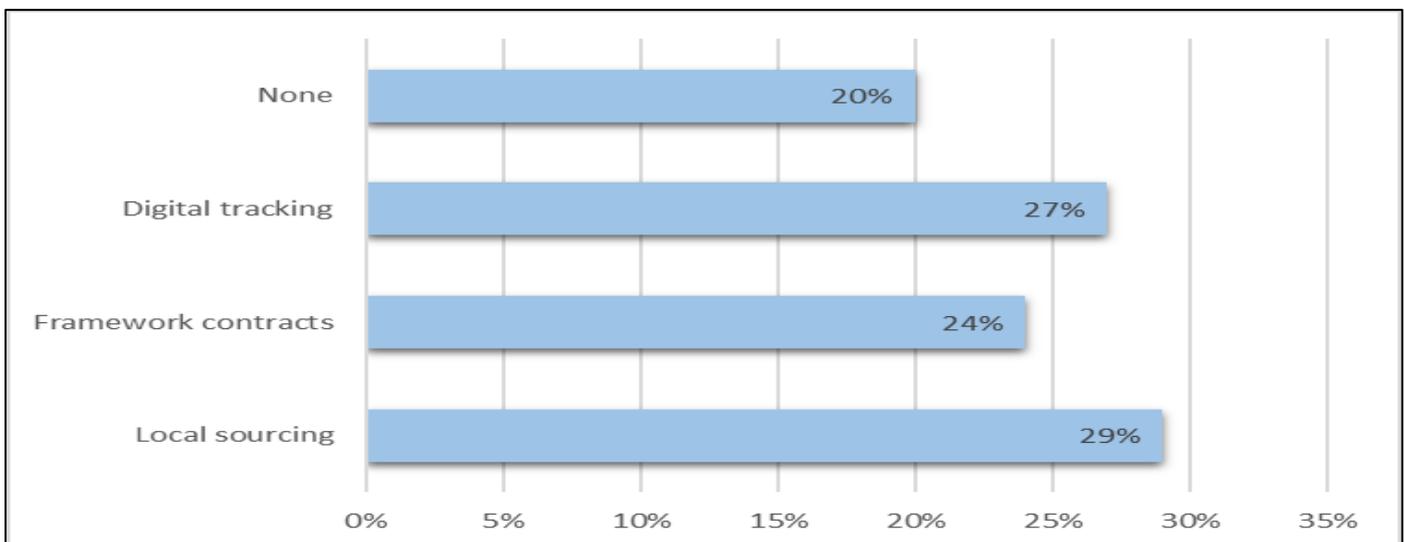


Fig 15 Strategy that Improved Delivery Time

Long-term contracts were identified by 25 respondents (33%) as the most effective for cost control. Supplier screening followed with 20 respondents (27%), and recycling plans with 15 (20%). Fifteen respondents (20%) indicated no strategy improved cost control.

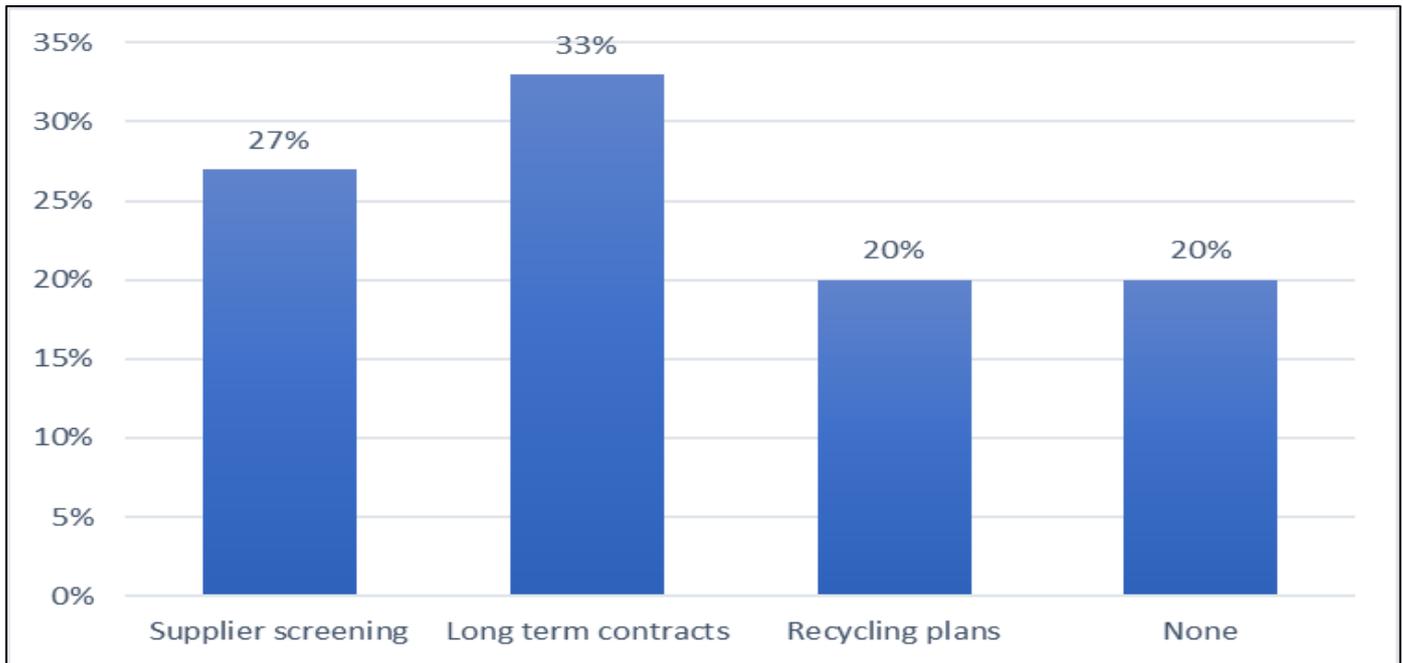


Fig 16 Improved Cost Control

Early ordering was reported as the most effective strategy, with 28 respondents (37%) highlighting it. Supplier partnerships followed with 22 (29%), while shared warehouses were less common at 10 respondents (13%). Fifteen respondents (20%) reported no improvement. This shows that proactive ordering and supplier collaboration enhance stock levels.

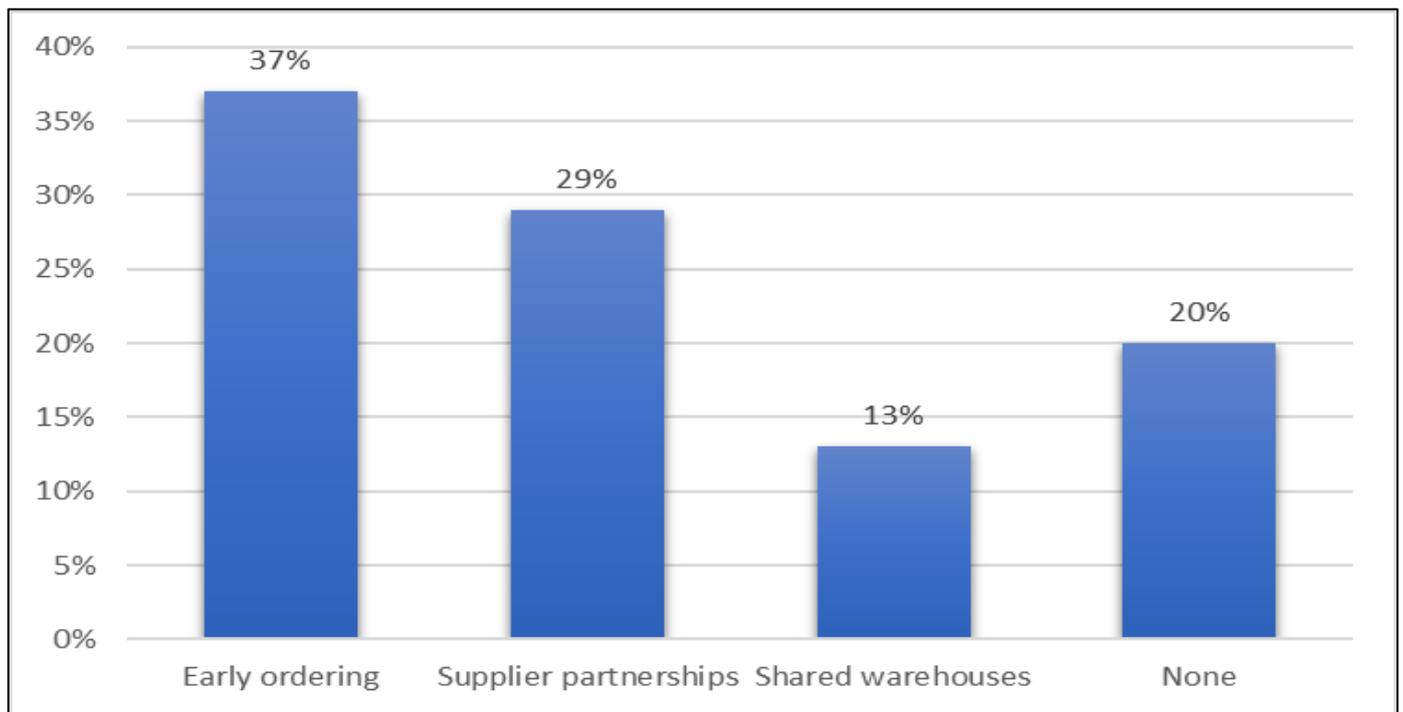


Fig 17 Improved Stock Availability

Digital tools were cited by 25 respondents (33%) as the primary method to improve communication with suppliers. Scheduled meetings were indicated by 20 respondents (27%), and joint planning by 15 (20%). Fifteen respondents (20%) reported no improvement.

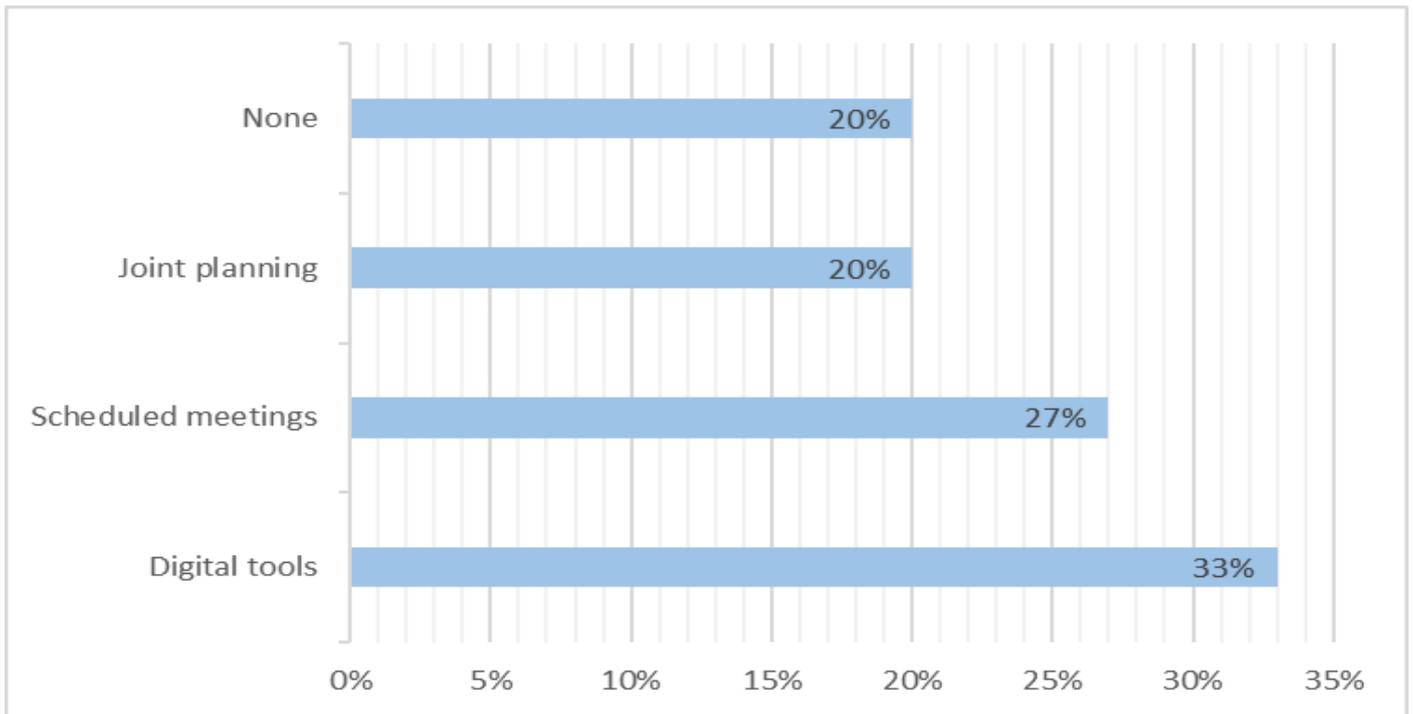


Fig 18 Improved Communication

Recycling was the most effective strategy, with 25 respondents (33%) indicating its impact. Reuse plans were cited by 18 respondents (24%), and supplier training by 17 (23%). Fifteen respondents (20%) noted no reduction in material waste. This shows that both recycling and reuse, supported by training, help minimize material losses.

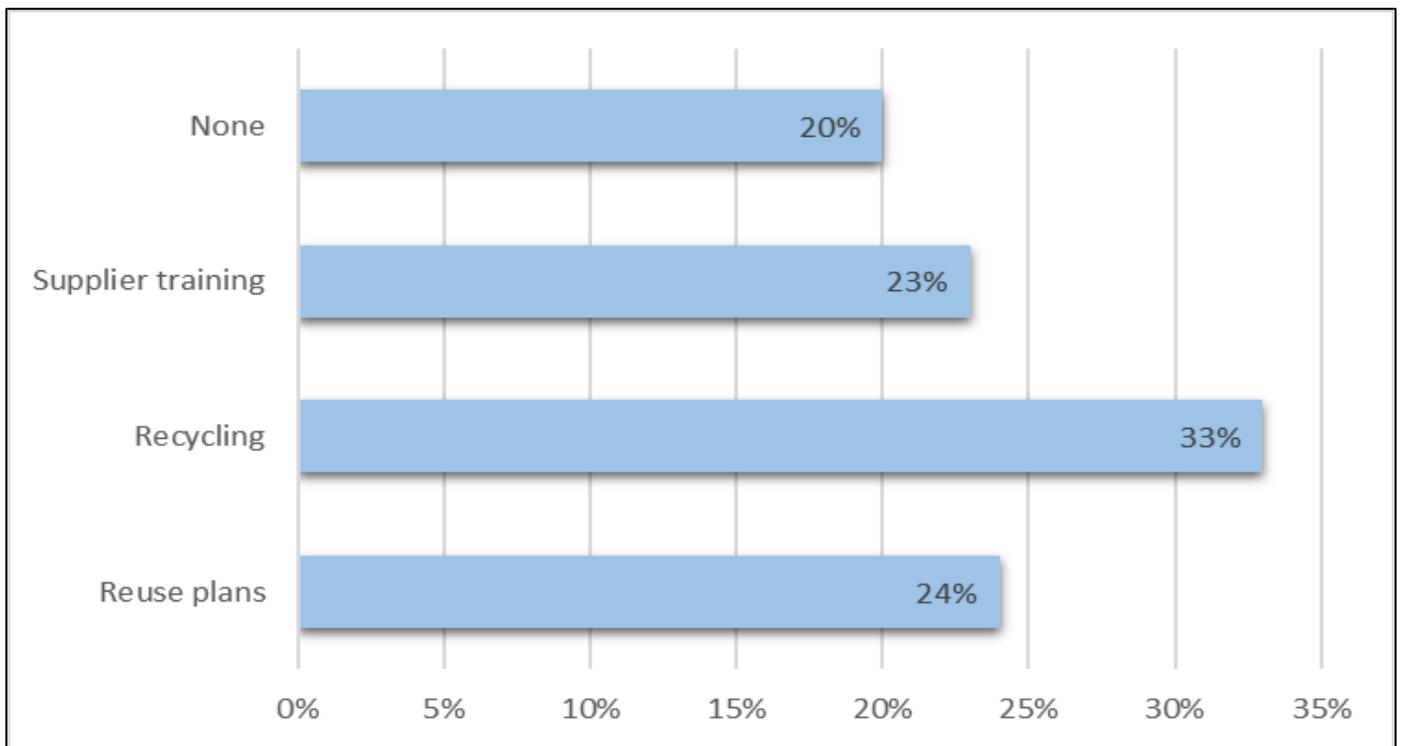


Fig 19 Reduced Material Waste

Digital systems were reported as most effective by 27 respondents (36%), followed by contract terms at 18 (24%), and transport support at 15 (20%). Fifteen respondents (20%) reported no improvement. This suggests that automation and clear contractual obligations enhance supplier responsiveness.

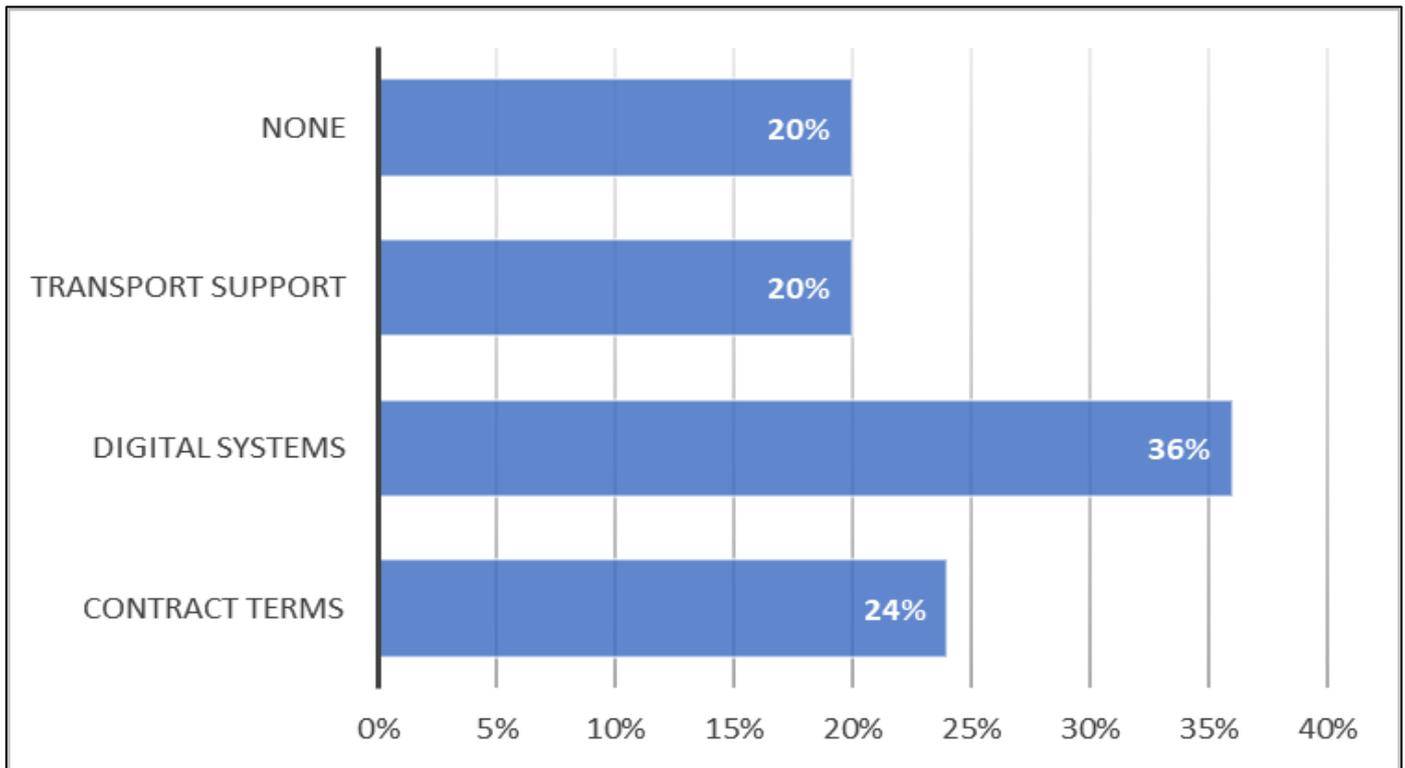


Fig 20 Improved Supplier Response

Supplier checks were the most cited strategy for improving risk handling, with 22 respondents (29%). Joint planning was selected by 20 (27%), and extra buffers by 18 (24%). Fifteen respondents (20%) indicated no improvement. This shows that proactive monitoring and collaborative planning help manage supply chain risks.

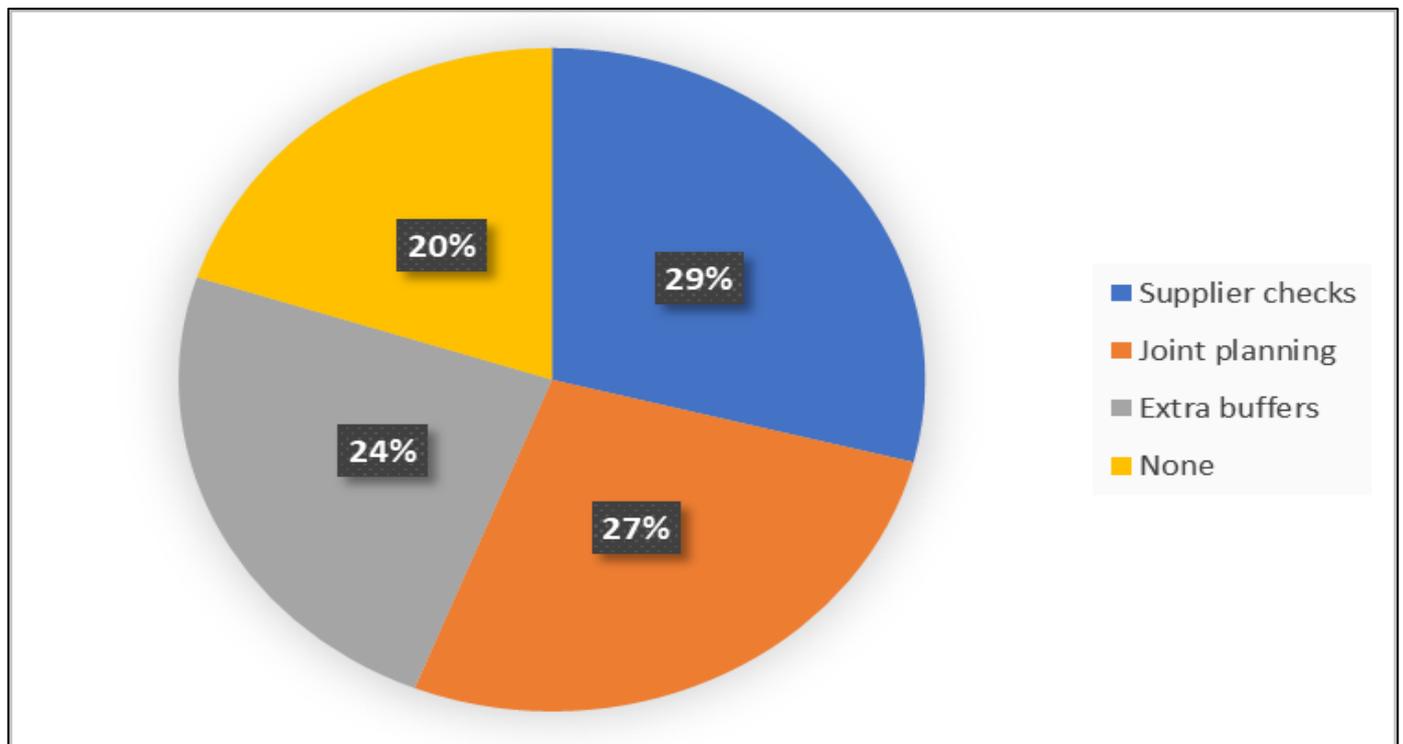


Fig 21 Improved Risk Handling

RFID technology was reported as the most effective tracking method by 22 respondents (29%), followed by barcodes at 20 (27%) and GPS at 18 (24%). Fifteen respondents (20%) reported no improvement. This indicates that technological solutions, particularly RFID, enhance visibility in the supply chain.

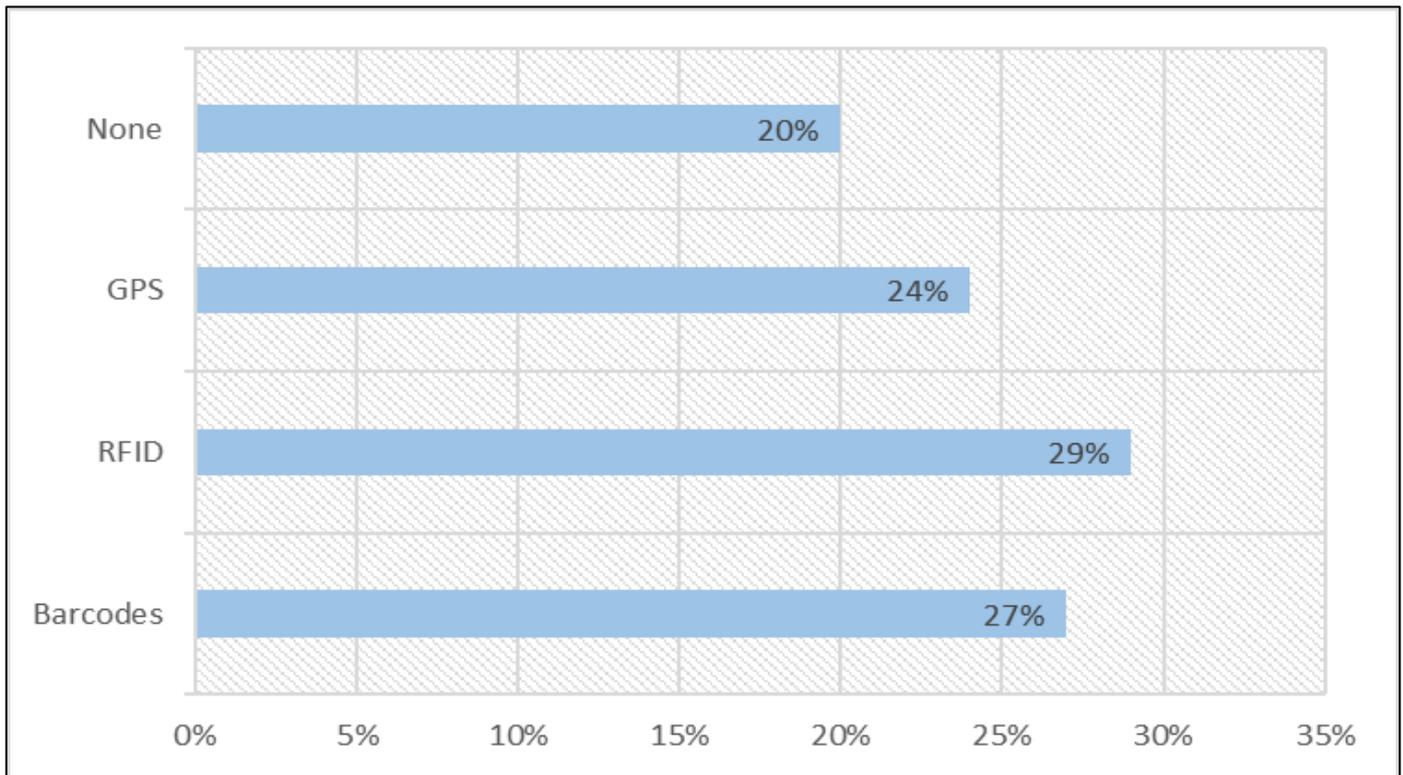


Fig 22 Improved Tracking of Goods

Training was indicated by 25 respondents (33%) as the most effective strategy for improving compliance with project rules. Regular checks were reported by 20 (27%), and supplier agreements by 15 (20%). Fifteen respondents (20%) reported no improvement.

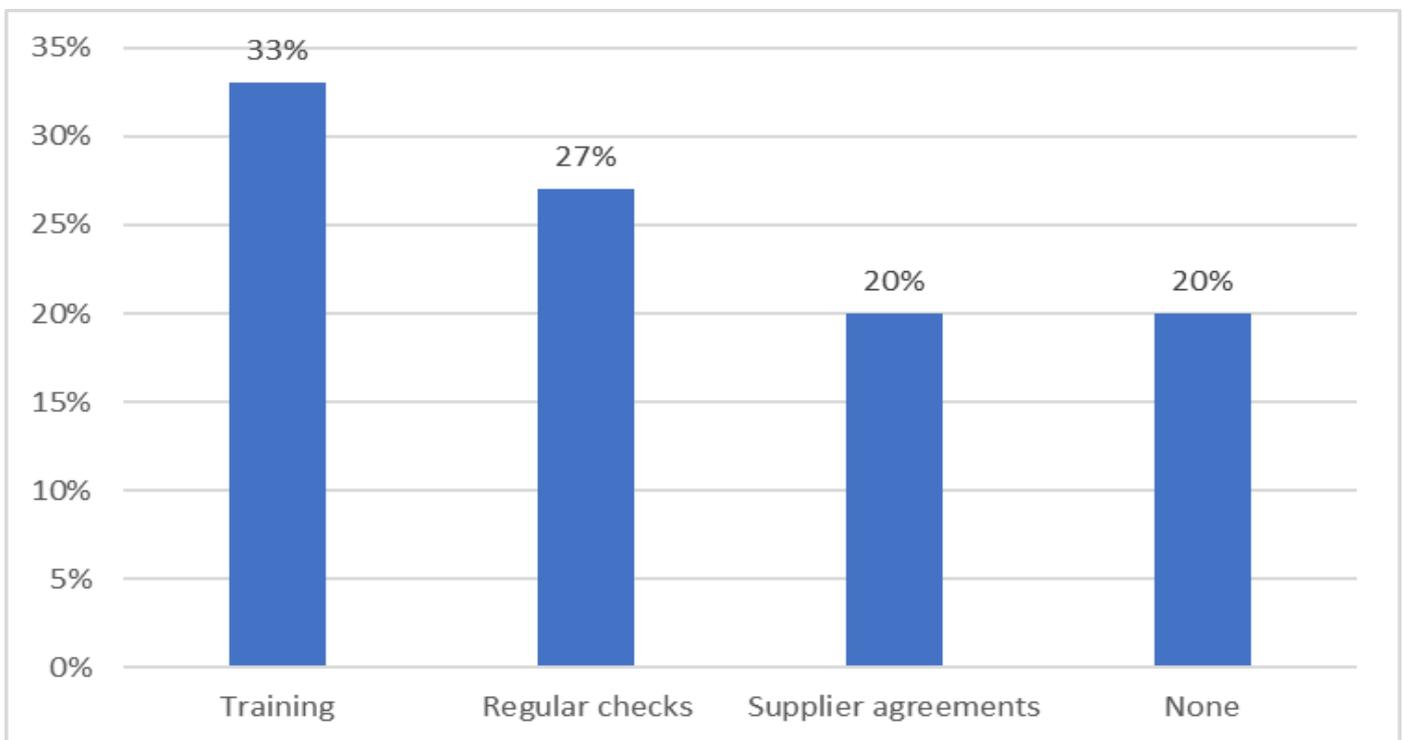


Fig 23 Improved Compliance

Shared data was reported by 25 respondents (33%) as the key factor improving coordination among departments. Joint meetings were noted by 22 respondents (29%), while team reviews were less common at 13 (17%). Fifteen respondents (20%) reported no improvement.

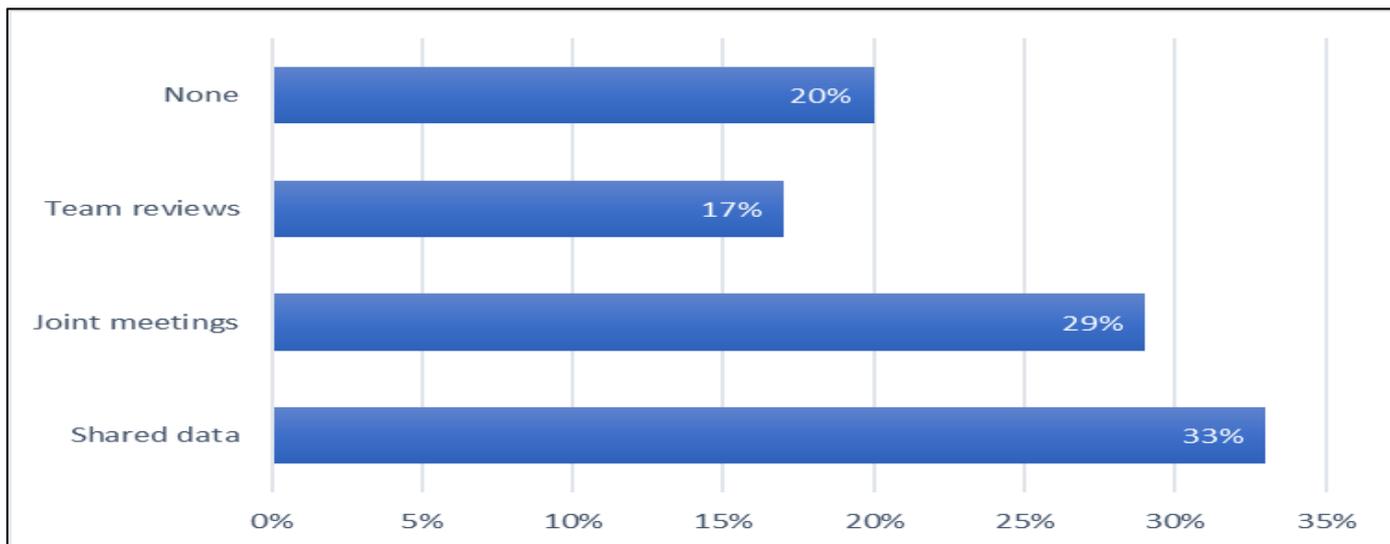


Fig 24 Improved Coordination

A chi-square test of association was conducted to determine whether the strategies identified as improving cost control are related to improvements in supplier response within the project supply chain. The results indicate a statistically significant association between the two variables, $\chi^2 (2, N = 100) = 100.000, p = .001$. The likelihood ratio test further confirms this relationship, $\chi^2 = 134.602, p = .001$, reinforcing the robustness of the finding. Additionally, the linear-by-linear association value ($\chi^2 = 82.938, p = .002$) suggests a consistent trend across the categories of both variables. These findings imply that the strategies that enhance cost control such as long-term contracts, supplier screening, and recycling plans are strongly linked to improvements in supplier responsiveness, including timely communication, quicker feedback, and more reliable fulfillment. This means that cost management strategies are not only effective for financial efficiency but also contribute to better supplier behavior and engagement.

Table 2 Association Between Cost Control Strategies and Supplier Response

Chi-Square Tests			
	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	100.000 ^a	2	.001
Likelihood Ratio	134.602	2	.001
Linear-by-Linear Association	82.938	1	.002
N of Valid Cases	100		

➤ *Barriers Hindering Effective Implementation*

Cost was reported as the main barrier, with 28 of 75 respondents (37%) identifying it. Skills limitations were cited by 18 respondents (24%) and lack of equipment by 17 (23%), while 12 respondents (16%) indicated no barrier. This indicates that financial constraints are the primary factor affecting supplier adherence to sustainable procurement standards.

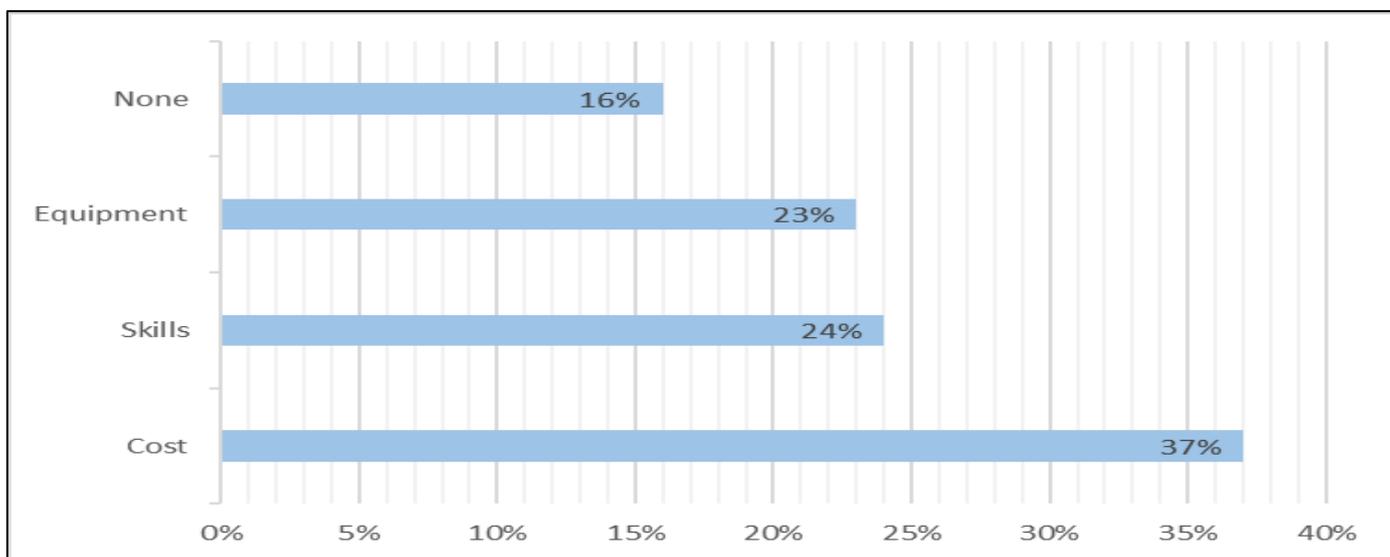


Fig 25 Barrier Affecting Supplier Compliance

Budget limits were identified by 25 respondents (33%) as the main factor limiting adoption, followed by supplier shortages at 22 (29%) and time constraints at 15 (20%). Thirteen respondents (17%) reported no limitations. These findings show that financial constraints and availability of suppliers are key challenges in implementing sustainable sourcing.

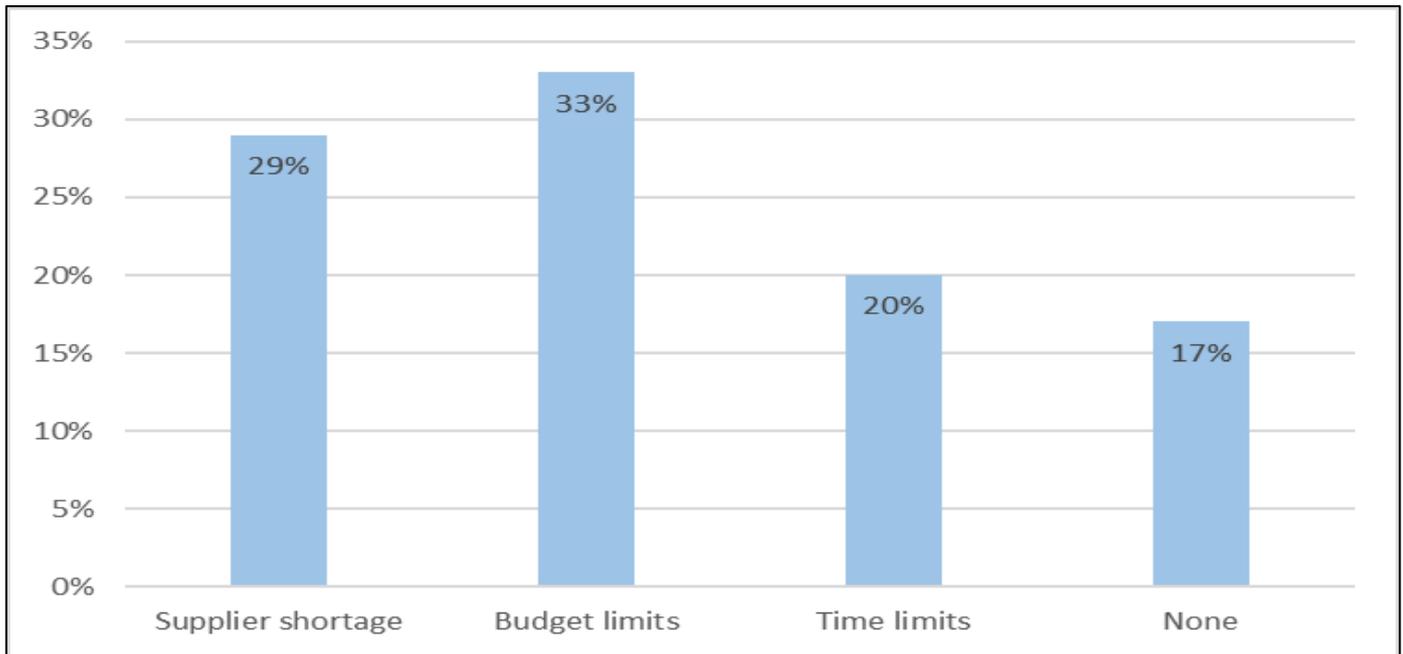


Fig 26 Limits Adoption of Sustainable Sourcing

Slow approvals were cited by 30 respondents (40%) as the main barrier, with limited staff at 18 (24%) and data gaps at 15 (20%) also affecting execution. Twelve respondents (16%) indicated no barrier. This suggests that bureaucratic delays and administrative inefficiencies are major factors slowing contract processes.

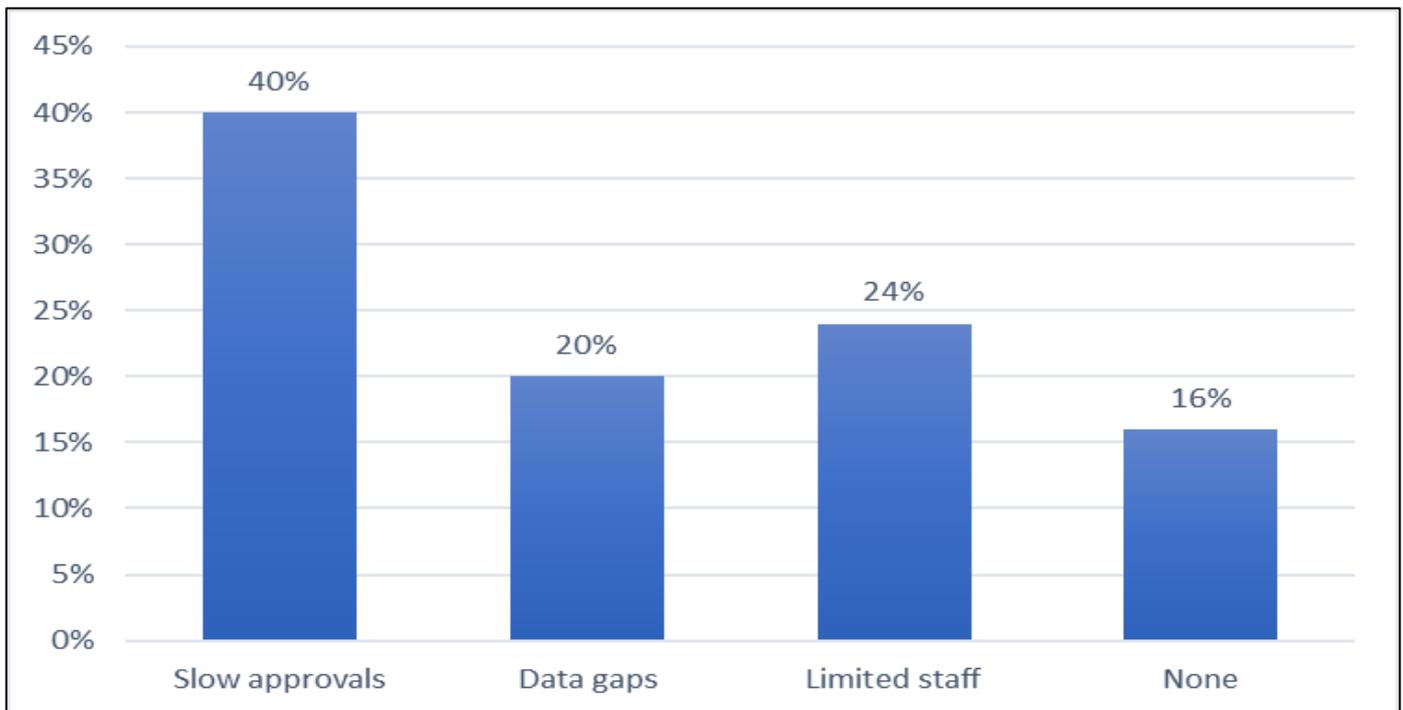


Fig 27 Slows Contract Execution

Weak systems were identified by 25 respondents (33%) as the main barrier, followed by poor records (20, 27%) and low staff skills (18, 24%). Twelve respondents (16%) reported no barrier. This indicates that inadequate digital or procedural systems are the largest challenge to monitoring sustainability actions in the supply chain.

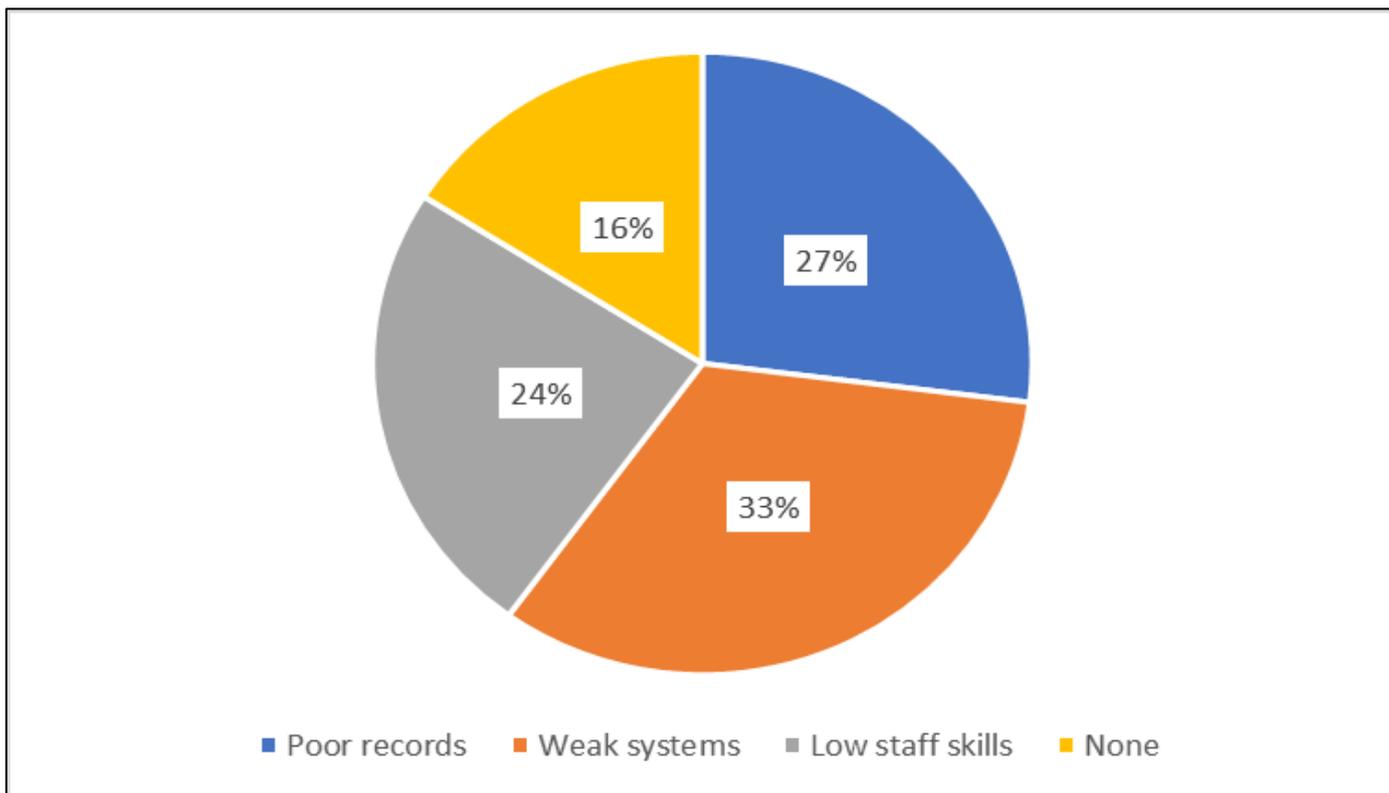


Fig 28 Affects Tracking of Sustainability Actions

Limited data was reported by 25 respondents (33%) as the primary barrier, followed by limited tools at 20 (27%) and limited staff at 18 (24%). Twelve respondents (16%) reported no barrier. This shows that insufficient information and lack of proper evaluation tools restrict effective supplier assessment.

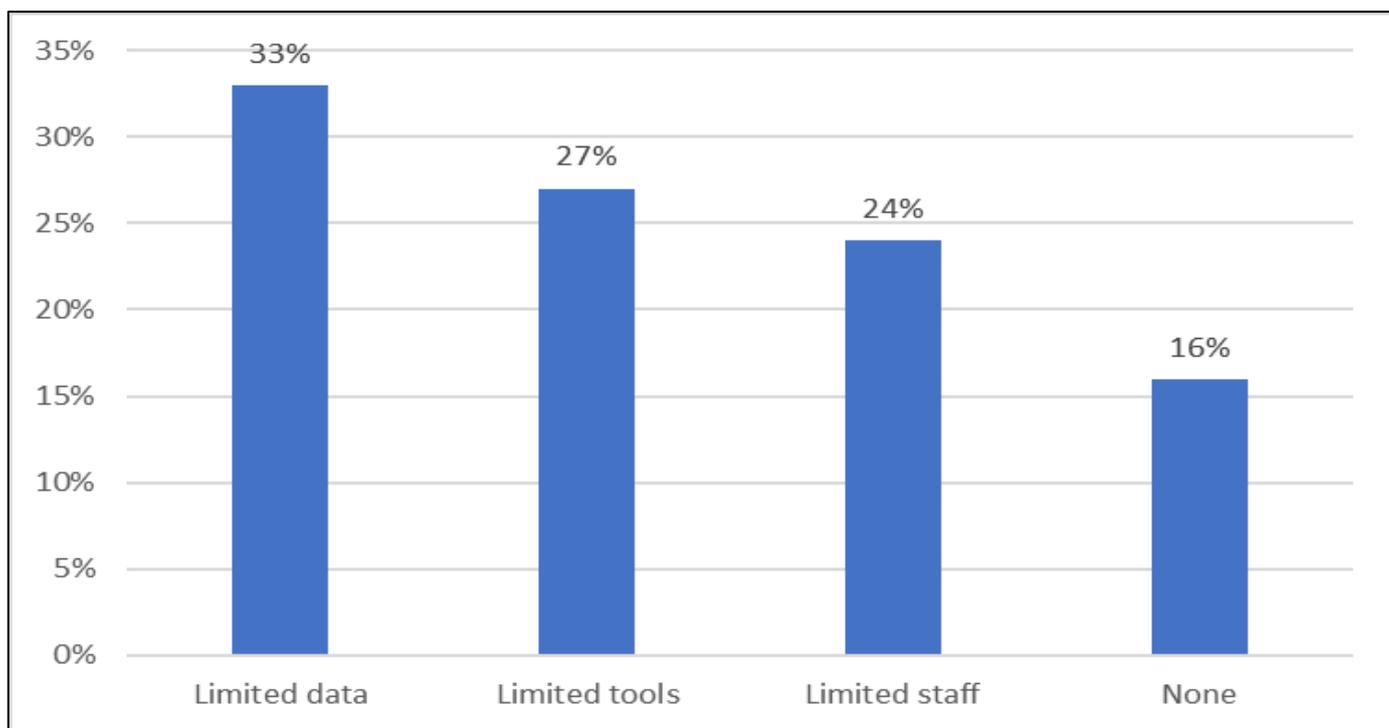


Fig 29 Barrier Affecting Supplier Evaluation

Storage space was identified by 22 respondents (29%) as the main limiting factor, while skills (20, 27%) and transport challenges (18, 24%) also affected implementation. Fifteen respondents (20%) reported no limitations.

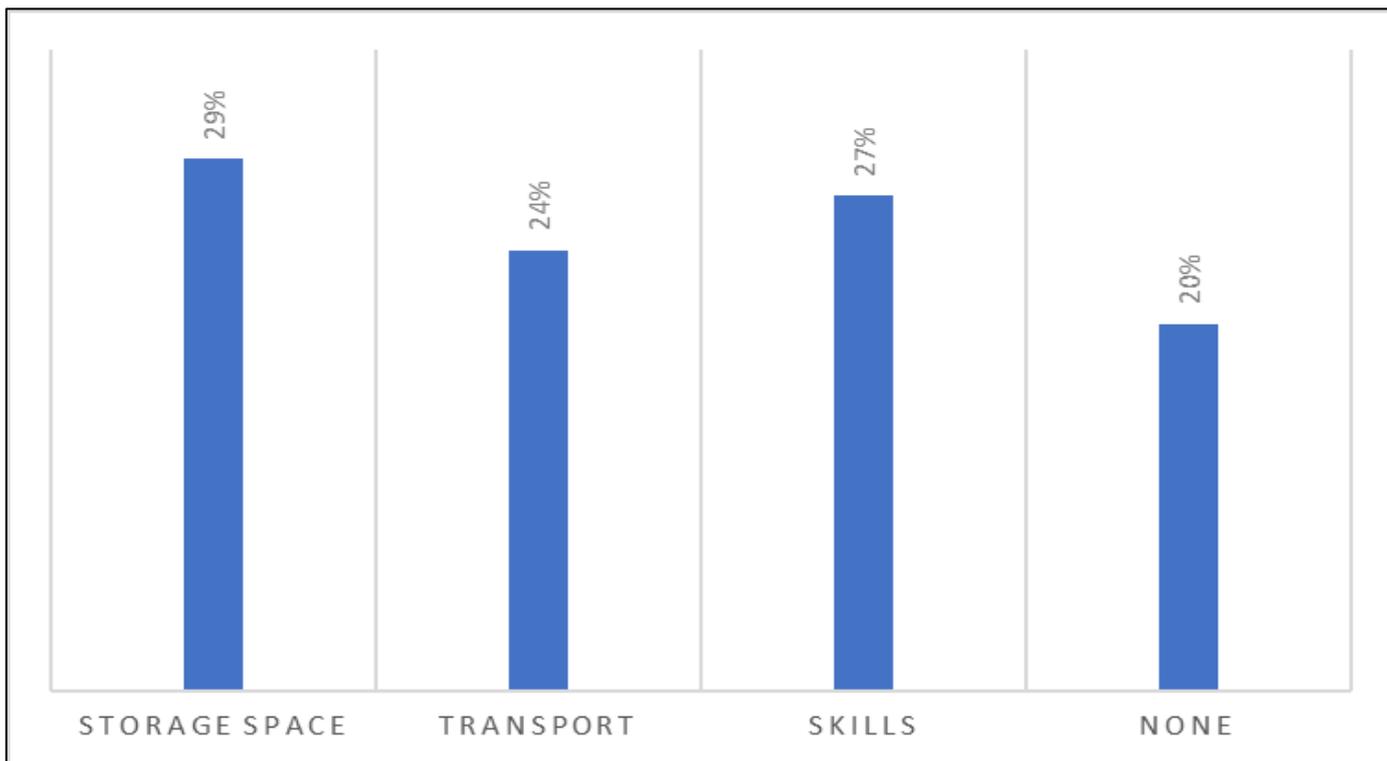


Fig 30 Limits Recycling or Reuse Plans

Cost was the primary barrier to training, cited by 25 respondents (33%), followed by time constraints (20, 27%) and trainer shortage (15, 20%). Fifteen respondents (20%) indicated no barrier. This shows that financial limitations and scheduling challenges reduce the effectiveness of supplier training programs.

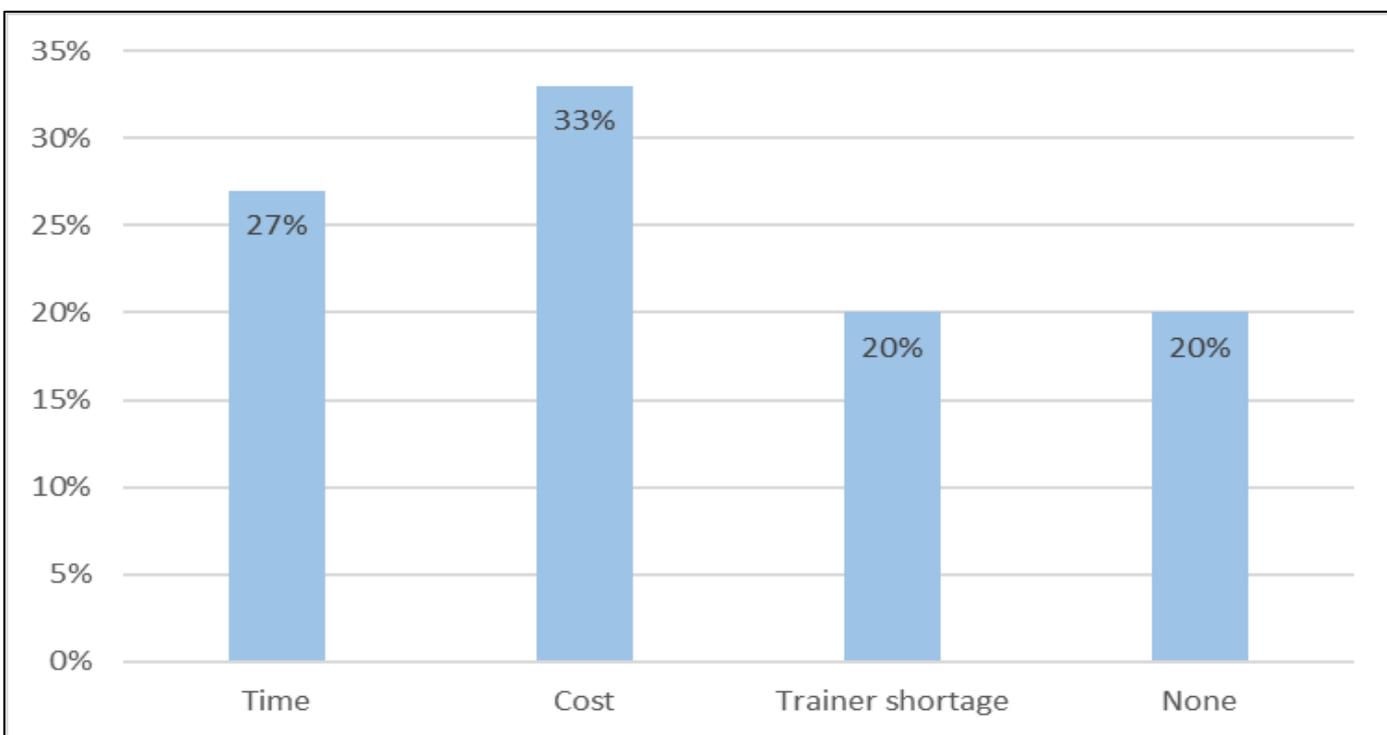


Fig 31 Affects Supplier Training

Record gaps were cited by 22 respondents (29%) as the main challenge, with supplier capacity at 20 (27%) and system failures at 18 (24%). Fifteen respondents (20%) reported no barriers. This suggests that missing documentation, limited supplier capabilities, and system inefficiencies limit environmental reporting compliance.

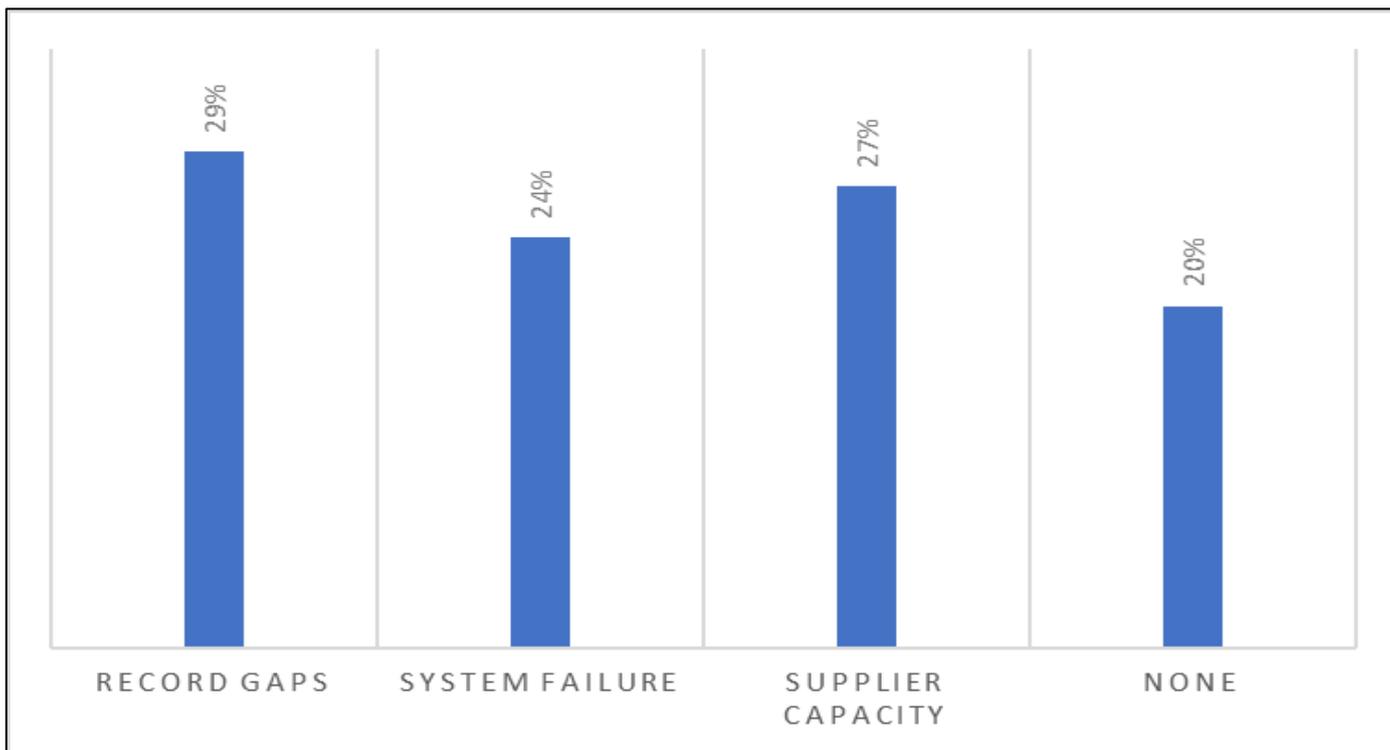


Fig 32 Affects Environmental Reporting

Cost was identified as the main limiting factor, with 28 respondents (37%) indicating it, followed by availability at 22 (29%) and transport issues at 10 (13%). Fifteen respondents (20%) reported no barrier. This shows that financial and logistical challenges restrict the use of environmentally friendly products in the supply chain.

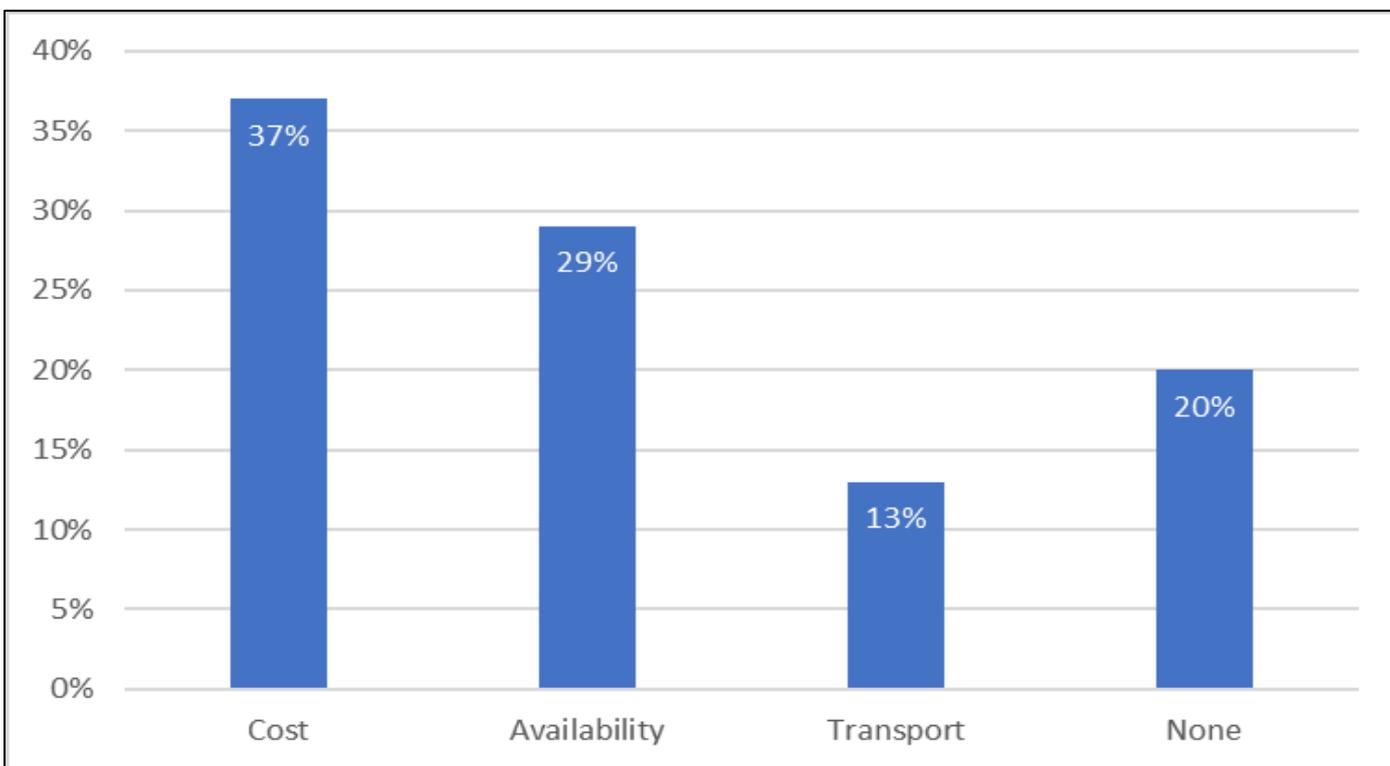


Fig 33 Limits Use of Eco-Friendly Goods

Contract issues were reported by 25 respondents (33%) as the primary barrier, followed by supplier turnover (20, 27%) and market changes (18, 24%). Twelve respondents (16%) indicated no barrier. This suggests that unclear contract terms, supplier instability, and market volatility hinder the development of stable long-term supplier relationships.

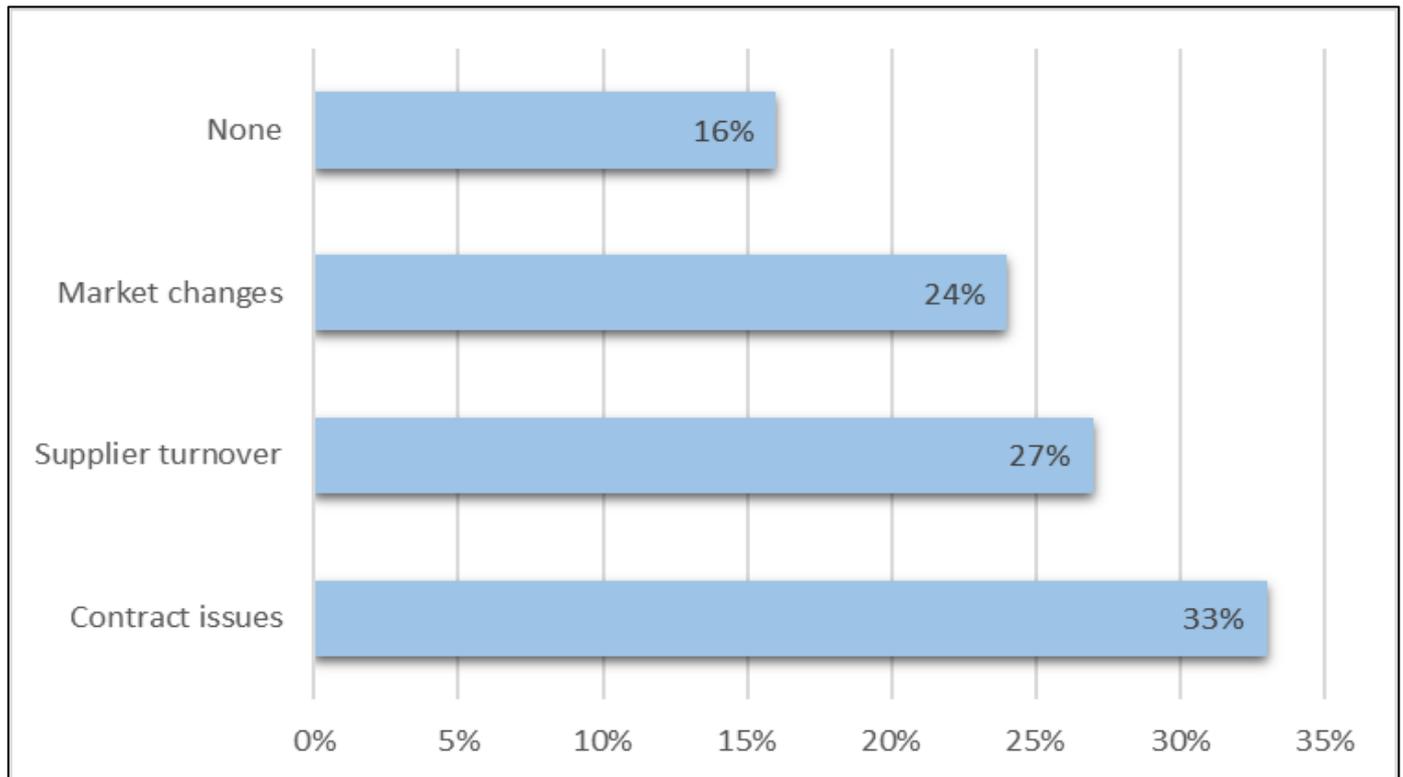


Fig 34 Affects Long-Term Partnerships

➤ Discussion of Study Results

• Sustainable Procurement Strategies Implemented by Lumwana Mining Company

The findings of this study indicate that Lumwana Mining Company employs a range of sustainable procurement strategies that collectively enhance project supply chain efficiency. Mixed sourcing was reported as the predominant approach, with 43% of respondents indicating its use, followed by local sourcing (33%). This aligns with the findings of Rezaei et al. (2023), who argue that sourcing decisions combining local engagement, ethical considerations, and supplier reliability enhance resilience in supply chains, particularly in emerging markets. Local sourcing not only reduces lead times but also fosters closer relationships with suppliers, improving responsiveness to project needs and mitigating operational disruptions. Similarly, Sarkis, Zhu, and Lai (2011) emphasize that local sourcing reduces exposure to risks such as delays from international logistics, political instability, and currency fluctuations, further improving efficiency.

In supplier selection, 33% of respondents reported using a mixed approach considering cost, quality, and sustainability, with sustainability-focused selection accounting for 27%. This underscores the growing integration of environmental and social criteria into procurement decisions, a trend supported by Pagell and Wu (2020), who highlight that embedding sustainability metrics into procurement frameworks enables preventive, rather than reactive, supply chain management. Lifecycle costing (LCC), emphasized by Smith et al. (2019), reinforces this approach by evaluating the total cost of ownership, including maintenance, energy consumption, and disposal costs. Lumwana Mining's preference for mixed selection ensures that procurement decisions balance immediate cost considerations with long-term operational and environmental efficiency, aligning with best practices in global mining operations.

Certification requirements provide further evidence of sustainable procurement practices. Safety certification was the most mandated (37%), followed by environmental certification (29%), while social certification was less common. The prioritization of safety and environmental compliance reflects the dual objective of operational stability and sustainability, as described by Müller and Mena (2017), who show that transparent and rigorous certification processes reduce supply chain delays and enhance supplier accountability. By focusing on certifications that safeguard worker welfare and environmental compliance, Lumwana Mining aligns its procurement strategy with both regulatory and project efficiency objectives.

Contract types at Lumwana Mining Company also reveal a focus on long-term efficiency. Framework contracts were the most commonly used (40%), followed by fixed and performance-based contracts. This approach supports supplier stability and reduces administrative burden, echoing the findings of Centobelli, Cerchione, and Esposito (2020), who demonstrate that supplier consolidation and long-term agreements, when combined with digital procurement tools, enhance supply chain coordination and

reduce lead times. Similarly, Dufresne and Gilbert (2020) note that performance-based contracts incentivize suppliers to meet environmental and operational targets, translating sustainability goals into tangible efficiency gains.

Waste control and energy standards were moderately implemented, with recycling cited by 33% of respondents and low-energy standards applied by 27%. The integration of recycling and reduction initiatives corresponds to the circular procurement strategies discussed by Harrison and van der Linde (2019), who argue that promoting material reuse reduces waste management costs and improves operational efficiency. While energy standards were less uniformly enforced, the adoption of low-energy and renewable energy measures reflects an emerging focus on environmental performance that can indirectly enhance supply chain reliability through reduced resource consumption and operational costs.

Monitoring of supplier actions relied predominantly on digital tracking (29%), followed by site and document checks. The use of digital tools aligns with the work of Jones (2021) and Awaysheh et al. (2020), who highlight that digital procurement platforms, including blockchain and AI analytics, improve supplier transparency, enable real-time performance monitoring, and facilitate faster decision-making. Such monitoring reduces the risk of delays due to non-compliant suppliers and enhances coordination between procurement and operational teams. Similarly, Wilhelm et al. (2016) emphasize that sustainability-driven buyer-supplier knowledge sharing fosters innovation and efficiency, a principle reflected in Lumwana Mining's combination of digital oversight and site verification.

Environmental reporting and training reveal additional dimensions of sustainable procurement. While a third of respondents reported that environmental reporting is not required, quarterly and annual reporting were also observed. Safety training was the most common form of support (37%), followed by environmental and community training. These initiatives resonate with Holmes and Johnsen (2018), who stress the importance of capacity building for procurement personnel in implementing sustainable practices effectively. Training ensures that suppliers understand compliance requirements, reduces errors in deliveries, and supports timely project execution. This is reinforced by Matos and Hall (2020), who show that supplier development programs not only enhance social outcomes but also strengthen supply chain reliability.

The effectiveness of these strategies is evident when linked to specific supply chain outcomes. Literature consistently shows that sustainable procurement improves efficiency through enhanced supplier collaboration, better risk management, and optimized logistics. For example, Tang and Veelenturf (2019) demonstrate that sourcing from regional and low-emission suppliers reduces transportation times and fuel costs, while García, López, and Martínez (2020) highlight that stakeholder collaboration secures long-term contracts and fosters reliability. Lumwana Mining's emphasis on mixed sourcing, supplier training, and framework contracts aligns with these findings, suggesting that the company benefits from similar improvements in delivery time, stock availability, and operational consistency.

Moreover, the integration of lifecycle costing, sustainability certifications, and digital monitoring enables proactive supply chain management, echoing the recommendations of Rezaei et al. (2023) and Smith et al. (2019). By evaluating total ownership costs, monitoring supplier compliance, and supporting skill development, Lumwana Mining reduces unplanned disruptions, improves procurement cycle times, and enhances resource utilization. Intra-organizational coordination, highlighted by Miemczyk, Johnsen, and Macquet (2019), further strengthens efficiency, ensuring procurement aligns with logistics and project planning, which minimizes redundancies and accelerates project milestones.

The study findings also indicate areas for potential improvement. Gaps in environmental reporting and inconsistent enforcement of energy standards suggest opportunities to further integrate sustainability criteria into supplier management. Literature emphasizes that institutionalizing these practices, as discussed by Pagell and Wu (2020), enhances long-term efficiency by embedding sustainability into corporate culture and operational workflows. Expanding digital monitoring, formalizing sustainability metrics, and strengthening reporting mechanisms could further improve the predictability and reliability of the supply chain.

- *Effectiveness of Strategies on Project Supply Chain Efficiency*

The study findings indicate that sustainable procurement strategies implemented at Lumwana Mining Company have a measurable impact on project supply chain efficiency. Across multiple operational dimensions, respondents highlighted the use of local sourcing, digital tools, long-term contracts, supplier collaboration, recycling programs, and training as key factors improving delivery, cost control, stock availability, communication, risk handling, tracking, compliance, and interdepartmental coordination. These results align closely with established literature on sustainable procurement practices in mining.

Local sourcing was reported as the strategy most effective in improving delivery time, with 29% of respondents selecting it. This corresponds with the findings of Khan, Yu, and Golpîra (2022), who emphasize that embedding ethical and community-focused practices into supplier selection often favors local suppliers, leading to faster response times and fewer logistical disruptions. Local sourcing minimizes transportation delays and allows for stronger supplier relationships, which is critical in mining contexts where remote operations often extend supply chains. In parallel, Matos and Hall (2020) highlight that collaborative supplier programs, particularly with local firms, improve compliance and delivery reliability. The survey also shows that digital tracking systems

enhanced delivery times (27%), supporting the observations of Awaysheh et al. (2020), who report that digital procurement platforms, including blockchain and real-time analytics, increase traceability and transparency across the supply chain. Digital monitoring enables procurement teams to act promptly on delays and non-compliance, reducing operational risks.

Cost control was most effectively achieved through long-term contracts, identified by 33% of respondents, followed by supplier screening and recycling initiatives. Luzzini et al. (2015) discuss supplier segmentation and prioritization based on sustainability performance, showing that tiered contracts incentivize environmentally and socially responsible suppliers while concentrating procurement efforts on reliable partners. The literature also aligns with the use of recycling and reuse plans in cost management. Brandenburg and Rebs (2015) emphasize that circular procurement reduces dependence on virgin materials, lowers transportation costs, and improves operational efficiency. The survey findings indicate that integrating recycling and reuse alongside supplier training can effectively reduce waste and control procurement costs.

Proactive measures such as early ordering and supplier partnerships were reported to improve stock availability, with 37% and 29% of respondents, respectively, identifying these strategies as effective. These practices align with Waller et al. (2020) and Pagell and Wu (2020), who highlight that accurate demand forecasting, capacity planning, and collaborative supplier relationships minimize stockouts and optimize material flow. Mining operations, characterized by fluctuating production schedules and long supply lead times, benefit from strategies that allow procurement teams to anticipate needs and engage suppliers in advance, thus maintaining consistent stock levels.

Communication with suppliers was improved primarily through digital systems (33%), followed by scheduled meetings and joint planning. Sarkis et al. (2021) and Awaysheh et al. (2020) demonstrate that digital platforms, including cloud-based procurement systems and AI-enabled monitoring, enhance supplier visibility and enable faster resolution of compliance issues. Additionally, Porter and Kramer (2019) emphasize the importance of cross-functional collaboration and management support to ensure communication channels effectively transmit sustainability objectives to suppliers, reinforcing compliance and operational consistency.

Risk handling was enhanced by supplier checks and joint planning, identified by 29% and 27% of respondents, respectively. These results support the literature on proactive risk management in mining supply chains. Pagell and Wu (2020) and Pérez et al. (2019) note that risk mitigation strategies, such as diversified supplier bases, early engagement, and contingency planning, increase supply chain resilience. The survey indicates that collaborative risk management practices, including monitoring supplier compliance and planning jointly with suppliers, contribute to faster responses to disruptions and reduce potential delays.

Tracking of goods was improved through the use of RFID technology (29%), barcodes, and GPS. This finding aligns with the studies of Sarkis et al. (2021), Awaysheh et al. (2020), and Waller et al. (2020), who report that technological solutions provide real-time visibility and traceability, crucial for monitoring procurement compliance, environmental impact, and material flow. Mining operations with dispersed supply chains particularly benefit from these technologies, which enable faster identification of bottlenecks and reduce the likelihood of delays.

Compliance with project rules was reported to improve with supplier training (33%), supplemented by regular checks and supplier agreements. Foerstl et al. (2015) highlight that internal champions and structured training programs are essential for embedding sustainability across procurement functions. Similarly, Beske-Janssen, Johnson, and Schaltegger (2015) note that integrating environmental and social criteria into procurement decision-making requires capacity building and continuous monitoring to reduce post-contract disputes. The survey results reflect these findings: supplier training enhances understanding of sustainability requirements, ensuring suppliers meet project standards consistently.

Coordination among departments was improved through shared data (33%) and joint meetings. This result confirms the observations of Porter and Kramer (2019) and Montabon, Pagell, and Wu (2016) that cross-functional integration, aligned performance metrics, and data transparency enhance decision-making, reduce delays, and strengthen operational alignment. Mining procurement teams that effectively share information can synchronize procurement, operations, and sustainability objectives, which reduces inefficiencies and improves overall project outcomes.

Several additional literature insights help explain why these strategies are effective. Gluch and Baumann (2018) argue that lifecycle costing (LCC) enables mining companies to evaluate total cost of ownership, supporting long-term cost efficiency. The survey shows that long-term contracts and early ordering facilitate similar cost and stock advantages, indicating practical alignment between theory and practice. Similarly, Tachizawa and Wong (2015) highlight that supplier diversity not only advances social objectives but strengthens project resilience. The survey's emphasis on supplier partnerships supports this by showing improved stock availability, risk handling, and delivery performance. Digital transformation, highlighted by Sarkis et al. (2021) and Awaysheh et al. (2020), also plays a consistent role in driving transparency, coordination, and responsiveness across the supply chain.

Circular procurement and recycling strategies, reinforced by Brandenburg and Rebs (2015) and Khan et al. (2022), improve both environmental outcomes and operational efficiency. The survey results show recycling and reuse plans reduce material waste

and contribute to cost management. Similarly, collaborative approaches with suppliers, emphasized by Matos and Hall (2020) and Pérez et al. (2019), yield tangible efficiency gains through better delivery reliability and reduced disruptions. These strategies demonstrate that sustainable procurement is not merely an ethical or compliance initiative but directly enhances supply chain performance.

- *Barriers Hindering the Effective Implementation of Sustainable Procurement Strategies in Project Supply Chains.*

The study results show that the main barriers to the use of sustainable procurement strategies in the project supply chain relate to cost, skills, weak systems, data gaps, slow approvals, and supplier limitations. These findings match the barriers described in the literature and show how operational challenges limit progress within the mining sector. Cost appeared as the most common barrier across several survey indicators. It was identified as a key issue in supplier compliance, adoption of sustainable sourcing, training, and use of eco-friendly goods. These results support the work of Luzzini et al. (2015) who explain that financial limits make it hard for firms to invest in technology, supplier development, and training. In mining, where cost control shapes daily operations, financial pressure restricts firms from choosing suppliers who meet sustainability standards. The survey shows that 37 percent of respondents identified cost as the main challenge to supplier compliance. This supports the view that sustainability investments are often seen as secondary when firms focus on short term expenses.

Skills shortages appeared in several survey categories, including supplier compliance, tracking systems, training, and recycling. This pattern supports the argument by Govindan et al. (2014) who state that low awareness and limited understanding among procurement staff and suppliers slow the adoption of sustainable practices. In this study, 24 percent cited skills limitations as a barrier to compliance, and a similar figure highlighted low staff skills as a barrier to tracking sustainability actions. Blome et al. (2014) also note that many suppliers, especially small ones, lack the capacity to meet environmental and social standards. This fits the survey findings, which show that supplier capability is one of the main barriers to environmental reporting. Since many suppliers do not have the skills needed to meet sustainability criteria, the mining company must spend more on training and capacity building, which reinforces the financial constraints already noted.

Supplier related barriers were reported in different forms, including supplier shortages, supplier turnover, and limited supplier capacity. For example, 29 percent cited supplier shortages as a barrier to adopting sustainable sourcing, while 27 percent cited supplier turnover as a barrier to long term partnerships. These results support the findings of Blome et al. (2014) who explain that supplier gaps slow project progress and increase the risk of delays. Rezaei et al. (2023) note that suppliers are more likely to meet sustainability requirements when mining firms give them clear guidance and training. The study results confirm this because respondents identified supplier capacity as a key barrier to environmental reporting and general compliance.

Weak systems and limited equipment also appeared as barriers. The study shows that 33 percent viewed weak systems as a barrier to tracking sustainability, while 27 percent noted poor records. This aligns with Beske and Seuring (2014) who explain that incomplete or unreliable information reduces the ability to monitor supplier sustainability performance. According to these authors, firms need strong reporting structures to track risks and assess supplier performance. The survey shows that limited tools and data gaps hinder supplier evaluation. This supports the work of Wilhelm et al. (2016) who point out that digital gaps make firms struggle to use sustainability platforms. Many suppliers also lack the digital skills needed to use these systems, which creates further constraints in the supply chain.

Slow approvals and administrative delays were major concerns. The survey shows that 40 percent viewed slow approvals as the main barrier to contract execution. This supports the argument by Pagell and Wu (2020) who note that complicated supply chains, especially in mining, often face delays when approval processes involve several units. These delays disrupt the flow of materials, reduce efficiency, and weaken the impact of sustainable procurement strategies. Internal delays also discourage suppliers who try to meet sustainability standards but are slowed by bureaucracy.

Data limitations appeared across multiple survey indicators. Respondents reported gaps in environmental records, missing documents, and limited data for supplier evaluation. These findings support Beske and Seuring (2014) who stress the need for complete and reliable data for sustainable procurement. Without this information, firms cannot assess compliance or measure sustainability impacts. Alwaysheh et al. (2020) explain that real time data tools improve monitoring and stakeholder trust, but the survey results show that such systems are lacking. Limited information and weak data tools reduce the company's ability to evaluate suppliers and track sustainability targets. Logistical issues such as storage and transport challenges also appeared in the study. Respondents cited limited storage space and transport problems as barriers to recycling or reuse plans. This supports the work of Pagell and Wu (2020) who say that mining supply chains face logistical risks that make sustainability practices harder to implement. These logistical barriers reduce the ability to achieve goals related to circularity, waste management, and material recovery.

Contract related barriers also emerged as key challenges. The survey shows that unclear contract terms, supplier turnover, and market shifts hinder long term relationships. This aligns with the work of Cravero (2021) who argues that governments and regulators expect mining companies to use clear, transparent, and structured procurement processes. Unclear contracts weaken accountability and reduce trust between buyers and suppliers. This affects suppliers' willingness to invest in sustainability

improvements. Stable and predictable contracts are important for sustainable procurement because they give suppliers confidence to invest in new systems and standards.

The findings from this study also relate to broader issues linked to stakeholder expectations. According to Freeman et al. (2020), stakeholder interests shape how firms design procurement strategies. The barriers identified in this study, such as poor records, delays, weak systems, and limited supplier capacity, reduce the company's ability to meet the expectations of regulators, communities, and investors. Holmes and Johnsen (2018) note that communication and reporting are key for stakeholder trust. Since the company struggles with data gaps and record issues, its reporting ability is limited, which may affect stakeholder confidence.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

A. Overview

This Chapter provides a comprehensive conclusion and set of recommendations based on the findings of this study.

➤ Conclusion

The study concludes that while Lumwana Mining Company has adopted a range of sustainable procurement strategies such as mixed sourcing, safety and environmental certification requirements, framework contracts, recycling practices, and digital monitoring their implementation remains inconsistent across the supply chain. Several of these strategies, particularly local sourcing, digital tracking, long-term contracts, early ordering, recycling initiatives, and technology-driven tools like RFID, were found to enhance delivery time, cost control, stock availability, communication, waste reduction, supplier responsiveness, risk handling, and overall coordination. However, the effectiveness of these efforts is significantly hindered by persistent barriers, including financial constraints, skills shortages, weak systems, bureaucratic delays, limited data, supplier capacity issues, and logistical challenges. Overall, the findings suggest that although sustainable procurement is gaining traction within the company, improving resource allocation, strengthening systems, and enhancing supplier and staff capabilities are essential for maximizing the impact of these strategies and achieving more consistent and effective sustainability outcomes.

➤ Recommendation

Based on the findings, the following recommendations are proposed to strengthen sustainable procurement practices and improve overall supply chain performance at Lumwana Mining Company:

- *Increase Budget Allocation for Sustainable Procurement:*

Given that cost is the most significant barrier across multiple areas, the company should allocate dedicated funding to support sustainability initiatives, including supplier development, training, and adoption of environmentally friendly materials.

- *Enhance Supplier Capacity and Development Programs:*

To address skills gaps, equipment shortages, and supplier instability, the company should introduce targeted supplier training, mentorship programs, and capacity-building initiatives that enhance suppliers' ability to meet sustainability and compliance requirements.

- *Strengthen Digital and Monitoring Systems:*

Since weak systems and record gaps hinder monitoring and evaluation, investments should be made in advanced digital platforms for tracking supplier performance, managing documents, and improving data accuracy. Expanding tools such as RFID and digital tracking will further enhance visibility and responsiveness.

- *Streamline Administrative and Contract Approval Processes:*

With slow approvals identified as a major barrier, the company should review and optimize internal procedures to reduce bureaucratic delays. Introducing automated workflows and clear guidelines can improve contract execution efficiency.

- *Implement Clear and Consistent Sustainability Standards:*

The inconsistent application of energy standards and environmental reporting requirements calls for standardized policies. Lumwana Mining Company should establish uniform sustainability criteria for supplier selection, reporting, and product specifications.

- *Promote Local and Regional Supplier Development:*

Expanding local sourcing which was shown to improve delivery time can reduce lead times and enhance community participation. Supporting local suppliers through training, financing partnerships, and joint planning will strengthen supply chain resilience.

- *Improve Interdepartmental Coordination Mechanisms:*

Since shared data and joint meetings improved coordination, the company should institutionalize regular cross-departmental planning sessions and invest in centralized communication platforms to ensure seamless collaboration.

- *Expand Recycling, Reuse, and Waste Reduction Programs:*

Given the success of recycling in reducing material waste, the company should broaden waste management initiatives and provide adequate storage, equipment, and staff training to support these efforts.

- *Review and Strengthen Contract Terms for Long-Term Partnerships:*

Addressing issues related to unclear contract terms, supplier turnover, and market volatility will help establish stable long-term relationships. Contracts should include clear sustainability expectations, performance metrics, and risk-sharing mechanisms.

- *Improve Data Collection and Evaluation Tools:*

Limited data and insufficient evaluation tools hinder supplier assessment. The company should invest in robust data collection systems, regular audits, and analytical tools to improve decision-making and compliance monitoring.

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APPENDIX

APPENDIX I: QUESTIONNAIRE



Dear Respondent,

I am a student at the Information and Communications University pursuing Bachelor of Project Management. I am researching on the topic: Analyzing the Effectiveness of Sustainable Procurement Strategies in Project Supply Chain: A Case Study of Lumwana Mining Company.

You have been selected to participate in this research project. Therefore, I am kindly requesting that you willingly share information asked for in this questionnaire. The information will be used for academic purposes only. Please do NOT indicate your name on the questionnaire to keep your identity anonymous.

Please respond to all the following questions as truthfully as possible. Feel free to seek further clarification from the interviewer.

Where there are options provided, select the appropriate response by ticking [✓] your answer.

Thank you in advance for your participation.

Demographic Information

➤ *Objective I: Sustainable Procurement Strategies Implemented by Lumwana Mining Company*

Q. ID	Question	Response	For official use
A1	Sex of Respondent	
A2	Age	
A3	Marital Status	
A4	Highest level of education.....		
	1. Primary/Basic school certificate 2. General Certificate for Secondary School 3. Higher Education Diploma/Certificate 4. Bachelors’ Degree 5. Masters’ Degree 6. PhD		

Q. ID	Question	Response	For official use
1	Which sourcing method does Lumwana Mining Company primarily use?	Local sourcing / Regional sourcing / International sourcing / Mixed sourcing	
2	What criteria are applied when selecting suppliers?	Cost-focused / Quality-focused / Sustainability-focused / Mixed method (combination of cost, quality, sustainability)	
3	Which certifications are mandatory for suppliers?	Safety certification / Environmental certification / Social certification / No certification required	
4	Which type of contract is most commonly used for long-term supply?	Framework contracts / Fixed contracts / Performance-based contracts / Short-term contracts	
5	Which waste control practices are implemented by your suppliers?	Recycling / Material reduction planning / Material reuse / No specific waste control practice	

6	What energy standards are required for supplied goods?	Low-energy standards / Renewable energy standards / Energy audits / No specific standard	
7	How are supplier actions monitored?	Digital tracking / Site checks / Document checks / No monitoring conducted	
8	How often are suppliers required to submit environmental reports?	Monthly / Quarterly / Annually / Not required	
9	Which types of training are provided to suppliers?	Safety training / Environmental training / Community training / No training provided	

➤ *Objective II: Effectiveness of Strategies on Project Supply Chain Efficiency*

Q. ID	Question	Response	For official use
10	Which strategy has most improved delivery time?	Local sourcing / Digital tracking / Framework contracts / None	
11	Which strategy has most improved cost control?	Long-term contracts / Supplier screening / Recycling plans / None	
12	Which strategy has most improved stock availability?	Early ordering / Supplier partnerships / Shared warehouses / None	
13	Which strategy has most improved communication with suppliers?	Digital tools / Scheduled meetings / Joint planning / None	
14	Which strategy has most reduced material waste?	Recycling / Reuse plans / Supplier training / None	
15	Which strategy has most improved supplier responsiveness?	Digital systems / Contract terms / Transport support / None	
16	Which strategy has most improved risk handling?	Supplier checks / Joint planning / Extra buffers / None	
17	Which technology has most improved tracking of goods?	RFID technology / Barcode systems / GPS systems / None	
18	Which strategy has most improved compliance with project rules?	Training / Regular checks / Supplier agreements / None	
19	Which strategy has most improved coordination among departments?	Shared data / Joint meetings / Team reviews / None	

➤ *Objective III: Barriers Hindering Effective Implementation*

Q. ID	Question	Response	For official use
20	What are the main barriers affecting supplier compliance with sustainable procurement standards?	Cost / Skills limitations / Lack of equipment / None	
21	What limits adoption of sustainable sourcing strategies?	Budget limits / Supplier shortages / Time constraints / None	
22	What slows contract execution?	Slow approvals / Limited staff / Data gaps / None	
23	What hinders tracking of supplier sustainability actions?	Weak systems / Poor records / Low staff skills / None	
24	What limits effective supplier evaluation?	Limited data / Limited tools / Limited staff / None	
25	What limits implementation of recycling or reuse plans?	Storage space / Skills / Transport challenges / None	
26	What limits effectiveness of supplier training?	Cost / Time constraints / Trainer shortage / None	
27	What limits compliance with environmental reporting?	Record gaps / Supplier capacity / System failures / None	
28	What limits the use of eco-friendly goods in the supply chain?	Cost / Availability / Transport issues / None	
29	What hinders development of long-term supplier partnerships?	Contract issues / Supplier turnover / Market changes / None	