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# Exploring the social impact of corporate social investment in South Africa

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# Abstract

Our research examined the social impact of corporate social investment (CSI)/corporate social responsibility (CSR) in South Africa. It evaluated CSI/CSR activities and their immediate outcomes in three South African provinces, namely Mpumalanga, Western Cape, and Gauteng. CSI initiatives within the financial sector in the three provinces were chosen because the financial sector is one of the top three locations where most CSI/CSR activities occur. The critical systems heuristics theory underpinned this study. To systematically address the key research questions, the explorative sequential mixed-methods research approach was employed, which involved a two-phase research methodology that began with phase one being qualitative and phase two being the quantitative aspect of the proposed research. Semi-structured interviews with 32 key informants from a business mentorship programme and an early childhood development practitioner training programme provided qualitative data. In addition, a self-completion survey questionnaire completed by 427 respondents with experience in conducting CSI/CSR initiatives provided quantitative data. To analyse qualitative data, ATLAS.ti 9.1.3.0 Multilingual qualitative research software was employed. Furthermore, the IBM Statistical Package for Social Sciences software 25 (SPSS 25) was used for descriptive and inferential statistics analysis of quantitative data. Significant findings revealed that CSI is a charitable activity of business conducted to achieve community relations and development for social good. It turned out that CSI initiatives can potentially reinforce the inequalities and disparities that corporate CSR/CSI should eradicate by maintaining the status quo in South Africa. The study concludes that the would-be beneficiaries cannot voice their interests in the CSI initiatives now in a way that can positively affect their lives. Therefore, engaging in the initiative in a more inclusive way that allows would-be beneficiaries to represent themselves would be more

empowering and emancipative. The study, therefore, recommends that when the decision-makers are designing the CSI initiatives, one of the purposes for its establishment should be to ensure ownership of the purported beneficiaries' businesses in addition to the upskilling of all stakeholders.

# Declaration on plagiarism

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# List of Abbreviations

| | |
|---|---|
| ASGISA | Accelerated and Shared Growth Initiative for South Africa |
| AU | African Union |
| BEE | Black Economic Empowerment |
| BBEEE | Broad-Based Black Economic Empowerment |
| BoP | Bottom of the Pyramid Impact Assessment Framework |
| CSI | Corporate Social Investment |
| CSH | Critical Systems Heuristics |
| CSR | Corporate Social Responsibility |
| DAC | Development Assistance Committee |
| DAG | Development Assistance Group |
| DPME | Department of Performance Monitoring and Evaluation |
| GEAR | Growth, Employment, and Redistribution |
| IAIA | International Association for Impact Assessment |
| JSE | Johannesburg Stock Exchange |
| MIF | Measuring Impact Framework |
| MNC | Multinational Corporations |
| NDP | National Development Plan |
| NGO | Non-Profit Organisations |
| OASIS | Ongoing Assessment of Social Impacts |
| OECD | Organization for Economic Cooperation and Development |
| PIA | Participatory Impact Assessment |
| PSIA | Poverty Social Impact Assessment |

| | |
|---|---|
| RDP | Reconstruction and Development Plan |
| SCBA | Social Costs–Benefit Analysis |
| SDG | Sustainable Development Goal |
| SIA | Social Impact Assessment |

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# 1. INTRODUCTION

"*It is the absence of broad-based business activity, not its presence, which condemns much of humanity to suffering. Indeed, what is utopian is the notion that poverty can be overcome without the active engagement of business*."[1]

– Kofi Annan, former UN Secretary-General, 14 June 2005.

We explored the social impact of corporate social investment (CSI) in South Africa from 2012 when the National Development Plan (NDP) of South Africa was developed. South Africa was able to then contextualise the September 2000 Millenium Development Goals which had targets for 2015 (Cleote, 2018). These led to the development of the Sustainable Development Goals (SDGs) post-2015. As a result, 59% of corporates align their CSI with the SDGs, while 54% align their CSI with the NDP (Trialogue, 2020). Social impact was referred to as planned interventions (in our case, the planned intervention was CSI/corporate social responsibility (CSR) that produce results. These results could be good or bad and intended or unintended. Therefore, we accepted the logic model from evaluation theory that elucidated the difference between outputs and impacts (Clark, Rosenweig, Long & Olsen, 2004; Serje, 2017). With this

[1] Annan, K. (2005). The Business Case to Support the Sustainable Development Goals (SDGs). Retrieved from https://climatechange-theneweconomy.com/2030-agenda-g7-business-case-support-sustainable-development-goals-sdgs/ (accessed 23 June 2021)

understanding of social impact, it was prudent to use the Development Assistance Committee (DAC) to measure the success of CSI initiatives to show social impacts. The reason for this is that it is the internationally accepted practice/criteria to evaluate interventions (in our case CSI/CSR), success (high quality) and unsuccessfulness (low quality) projects, programmes, plans and policies (Chianca, 2008; Teasdale, 2021; Patton, 2021). However, while we acknowledge there is critique of the DAC criteria, there quantitative and qualitative data that supported our use of the DAC criteria. Over 89% of the 691 surveys that were received on whether to retain, adapt or remove the criteria said it should be retained (DAC Network on Development Evaluation, 2018; Patton, 2021). Additionally, Patton highlights that over 700 pages of qualitative comments also constituted part of the decision to retain the criteria providing us with a basis to accept their continued support for use on interventions as defined here. By interventions, we accepted referring to projects, programs, policies, and initiatives as highlighted by Patton (2021).

To shift focus from inputs, activities and outputs (implementation) to results (outcomes and impact), the DAC and the Organisation for Economic Cooperation and Development (OECD) redefined a criterion (DAC criteria) in 2019 (Department of Performance Monitoring and Evaluation [DPME], 2019). The criteria were based on the assumption that its use was contextualised and adapted to achieve the evaluation's purpose. We adopted the definitions provided in *Better Criteria for Better Evaluation* (OECD/DAC, 2019, p. 7 – 12) verbatim. There are six revised of these criteria. The first is relevance is “the extent to which the intervention objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities and continue to do so if circumstances change.” The second measures effectiveness which is “the extent to which the intervention achieved, or is expected to achieve,

its objectives, and its results, including any differential results across groups." Third, efficiency, "the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way." The fourth measures coherence "the compatibility of the intervention with other interventions in a country, sector, or institution." The fifth measures impact "he extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects." Sixth and final, measures sustainability as "the extent to which the net benefits of the intervention continue, or are likely to continue."

Thus, (i) outputs are what the activities produce on completion immediately, (ii) outcomes are alterations in the performance, behaviours or attitudes of the communities/society after the achievement of the outputs and (iii) impacts are the long-term social change of what would have happened without CSI intervention(s) minus outcomes (Kolodinsky, Stewart & Bullard, 2006; Maas & Liket, 2011). Usually, social impacts are associated with users. However, to broaden this definition, we accepted the inclusion of social relations as brought forward by Serje (2017) in the description of social impact. She argued that social relationships are a product of history and can be redesigned, improved or abandoned. Therefore, such consideration were added to the currently accepted causal definition of social impact.

Another essential definition consideration included understanding CSR and CSI within South Africa. Here we offered a brief working definition of both terms. CSI was a discretionary activity of business conducted to achieve community relations and development for social good, sometimes commonly known as corporate philanthropy (Fig, 2005; Hamann, 2009). On the other hand, there is extensive literature (for example, Noyoo, 2016; Chakamera, 2020; Barnett, Henriques & Husted, 2020) which confirms that CSR was the umbrella of corporate philanthropy

and that CSI was the activity of corporate philanthropy, allowing for the operationalisation of CSR initiatives.

Consequently, it was crucial to understand that while CRS and CSI are related, they are different in that CSI was focused solely on discretionary activities whereas CSR was broader and required the business to operate in society to make profits ethical while minimising environmental harm (Slavova, 2013; Fontaine, 2013). Therefore, we accepted the interchangeable usage of the two terms within South Africa for our research, cognisant that they were fundamentally different. Additionally, we welcomed Slavova (2013) and Fontaine (2013) distinction made in this paragraph.

The quote above captured the heart of the themes as well as the discourse from which our research stemmed and sought to explore what we thought throughout the study. Most of the literature, both locally and globally, had been from the field of commerce, mainly concerned with increasing and managing wealth for business shareholders. So it was common to find literature on (i) increasing share value, (ii) relationships of CSI and legitimacy, (iii) governance of CSI and (iv) the use of theories like ethics theory, stakeholder theory, institutional theory and agency theory. Unfortunately, most of the research in CSI has fallen short of reporting on the results (outcomes and social impacts) of CSI interventions, as illustrated in Figure 1 below. However, little is known about the social impact of CSI and the gaps that remain a blind spot.

These gaps include whether CSI benefits the intended beneficiaries, how they benefit, whether a contribution to achieving the National Development Plan[2] is made, and whether there could be a systemic issue with the current CSI system. The current research helped in closing knowledge gaps by exploring the social impact of CSI in South Africa. It was not within the scope of our study to completely close these gaps but to contribute to the process.

To do this, we employed the mixed-methods approach where the samples selected for qualitative research used non-probability sampling while probability sampling methods were used for the quantitative questions. Our theoretical framework was critical systems heuristics (CSH) which is a form of systems thinking and critical science, as Gates (2017) and Gates (2018) highlighted. We adopted Ulrich's (2005, p. 1) definition of CSH as "a framework for reflective practice based on practical philosophy and systems thinking." It used the boundary questions of critical systems heuristics as developed by Ulrich (1987) and modified by Ulrich and Reynolds (2010). Importantly, this was applied to address the research problem and answer the research questions.

[2] South Africa was able to then contextualise the Sustainable Development Goals (SDGs) agenda by creating the National Development Plan (NDP) in 2012 using the Millenium Development Goals, the predecessor of the SDGs (Cleote, 2018). It is a member of the African Union (AU) and subscribes to international development goals. In Africa it is subscribed to the Vission 2063 agenda. Therefore, by achieving the NDP goals CSI is able to contextually achieve the SDGs.

**Figure 1: Most frequently cited CSR articles (2008-2018)**


*Source:* Adaptation by the Researcher (Barnett, Henriques & Husted, 2020)

The rest of the chapter begins by defining our literature and knowledge gap contribution. Then, we state the research problem statement and the supporting research questions we answered to address the identified problem. After this, our research objectives are stated, leading to the delimitations and justification of the study. Finally, the chapter closes with the organisation of the rest of the research.

## 1.1 Background to the study

This section highlights what we (the researcher) know about CSR and/or CSI currently from the literature. In other words, it elucidates the knowledge gap that the research contributes by exposing what we had presently known within the field. Furthermore, it examines (i) objectives and theories, (ii) methodology and (iii) results and discussions from previous literature on the topic. We were guided by trend analysis and the theory of constraints described by Wotela (2019) to achieve this. Furthermore, Wotela details a knowledge gap analysis technique as part of the research conceptualisation presented below.

There is extensive literature that CSR models (Ebrahim & Rangan, 2014; Wry & Haugh, 2018; Barnett, Henriques & Husted, 2020). Additionally, it is also a known fact that there were attempts to link philanthropy and corporate social investment to results (outcomes and impact). However, this literature falls short because the concentration is mainly in the beginning stages (inputs and outputs). Therefore, we contributed to the body of knowledge by offering a model that goes a step further by shifting focus to the social impact of CSI.

Our research built upon two studies by Noyoo (2016) and Barnett, Henriques & Husted (2020), even though the former was in the South African context while the latter was in the American context. Noyoo (2016) argued that most literature on CSR was based on the business

sector and the literature seriously lacked a social policy perspective from both practice and academia globally. The objective of his research was to look at the evolution of CSR in Zambia and South Africa. Similarly, Barnett, Henriques & Husted (2020) were interested in the effectiveness of CSR initiatives and drew on development studies' logic models in their review of a sample of over 6000 journal articles. With the aid of the Web of Science, they were able to identify 69 frequently cited articles on CSR performance. Of these, 30 (43%) were on CSR activities, 35 (51%) focused on outputs which are products of activities and the literature on results (outcomes & social impact) were scant, with only 4 (6%) addressing this. What this showed was that literature on CSI/CSR would greatly benefit from a shift from its current concentration to that of outcomes and social impacts (results) of CSI interventions, ultimately enhancing the quality of CSI literature.

Additionally, in the nascent literature from the philanthropy and social investment sector, Ouma (2020) reverted to the business sector focus areas expressed by Noyoo (2016) of finding out the effect on firm value caused by corporate philanthropy[3]. Ouma's research relied on Collin, Pincus and Xie's corporate valuation model in which the firm's value is determined by the equity's book value. The sample consisted of data from individual company websites, DataStream, Bloomberg, and Worldscospe databases. The results indicated that stock returns had

[3] CSI is a the form of corporate philanthropy that CSR for social and development of the society is practiced. The connection is not relevant to the conceptualisation focus of this section and therefore not detailed here intentionally. It is detailed in the said section because this is where it can be coherently placed for this research.

a lesser statistical influence on firm value than corporate philanthropy (CSI). Interestingly, the research from Barnett, Henriques & Husted (2020) was from the management field. It highlighted the cognisance of a need to shift from this current interest reflected by Ouma. The shift was to one that was focused on social impact highlighted in the social work field of Noyoo (2016).

The dominant literature around CSR held the skewed perspective. It was from the business, marketing and consumer management, management, finance and commerce perspective (Viviers, Ractliffe, & Hand, 2011; Robert, Hinson & Ndhlovu, 2011; Kabir, Mukuddem-Petersen & Petersen, 2015; Urban & George, 2018; Mogapi, Sutherland & Wilson-Prangley, 2019; Ouma, 2020). Naturally, it addressed issues of (i) legal and economic obligations, (ii) return on investment, (iii) maximising shareholders' wealth, (iv) CSR performance and (v) value creation (share value) of philanthropy and corporate social investment. It is no wonder that the social impact on societies often took the back seat to returns on investment in social initiatives like CSI and their business case (Aguilera, Rupp, Williams & Ganapathi, 2007: Maas & Liket, 2011a).

The purpose of CSR and CSI, as it was understood in the South African context, was also another consideration that was evident in the literature (Everatt, Habib, Maharaj & Nyar, 2005; Kabir, Mukuddem-Petersen & Petersen, 2015; Raliphada & Horne, 2017; Makka & Nieuwenhuizen, 2018). For example, in the Habib, Maharaj and Nyar (2005) and Kabir, Mukuddem-Petersen and Petersen (2015) articles, one of the objectives of these two journal articles was to explore the motives and intentions of CSR within the African continent and more specifically, South Africa. However, the former was quantitative research which relied on a national survey as the data collection instrument. Though, the latter took a qualitative methods

approach relying on secondary data, results showed that it was not clear whether there was any positive social impact on people's lives. Instead, corporates could reinforce the inequalities and disparities that corporate CSR/CSI should eradicate by maintaining the status quo. To this, Raliphada and Horne (2017) argued their research objective was to scrutinise the impact created on the social needs of society by banks labelling them as development venture capitalists. However, capitalism was not associated with the development or social impact.

Nevertheless, the Raliphada and Horne research utilised purposive sampling methods, triangulating interviews, secondary data and field notes. It was purported that the social impact expected from the banks had improved life for the societies through borrowings of funds made available to them. However, it had worsened the situation because now the intended beneficiaries were worse off than they were before incurring debt with interest.

It was not overtly apparent what the interpretive frameworks/theories applied for some of the research regarding CSR/CSI, which indicates a theoretical gap in the literature needing bridging. For example, Chakamera (2020) analysed the CSR of non-African founded Multinational Corporations and African internationalisers. His research was overtly visible in the methodology applied to derive his results without clarity on the interpretive framework. Similarly, Hogan, Olson and Sharma (2014) argued that shareholder value was affected by the CSR rating that rating firms gave companies participating in CSR. While making a brief reference to expanding on Godfrey's research and using a sample from the Bloomberg database from 1 January 2003 to 31 December 2011, the study found that (i) more was given to communities when the size of the Board was big, (ii) the same applied with a Board with a large number of women, (iii) chances of going bankrupt were reduced and (iv) for different measures of CSR, the firm score and corporate philanthropy relationship differed. These theoretical gaps

were also evidenced in the Kabir, Mukuddem-Petersen & Petersen (2015) and Makka & Nieuwenhuizen (2018) previously described.

Notwithstanding, some studies used theories in the respective fields to provide empirical evidence of philanthropy and social investment. Examples include[4]: (i) shareholder wealth maximisation theory, (ii) sociological institutionalism, (iii) New Institutional Economics theory, (iv) Keynesian theory, (v) stakeholder theory, (vi) agency theory, (vii) corporate valuation model of Collins, (viii) Pincus and Xie paradox theory, (ix) neoclassic economics, (x) signalling theory and (xi) institutional economics. Therefore, research forwarding the argument of the social impact of CSI in South Africa added to this current body of knowledge by providing a different perspective from a critical systems heuristics perspective (Noyoo, 2016; Ülkü, Bell & Wilson, 2015; Gates, 2017; Gates, 2018; Urrea & Pedraza-Martinez, 2019; Schad, Oztanriseven & Grabowski, 2020). Our research contributed to bridging this gap in the current philanthropy and corporate social responsibility literature. Furthermore, doing so contributed to the scant contemporary theory, which was developmental, of achieving the social impact reflected in the lives of the intended beneficiaries from corporate social investment.

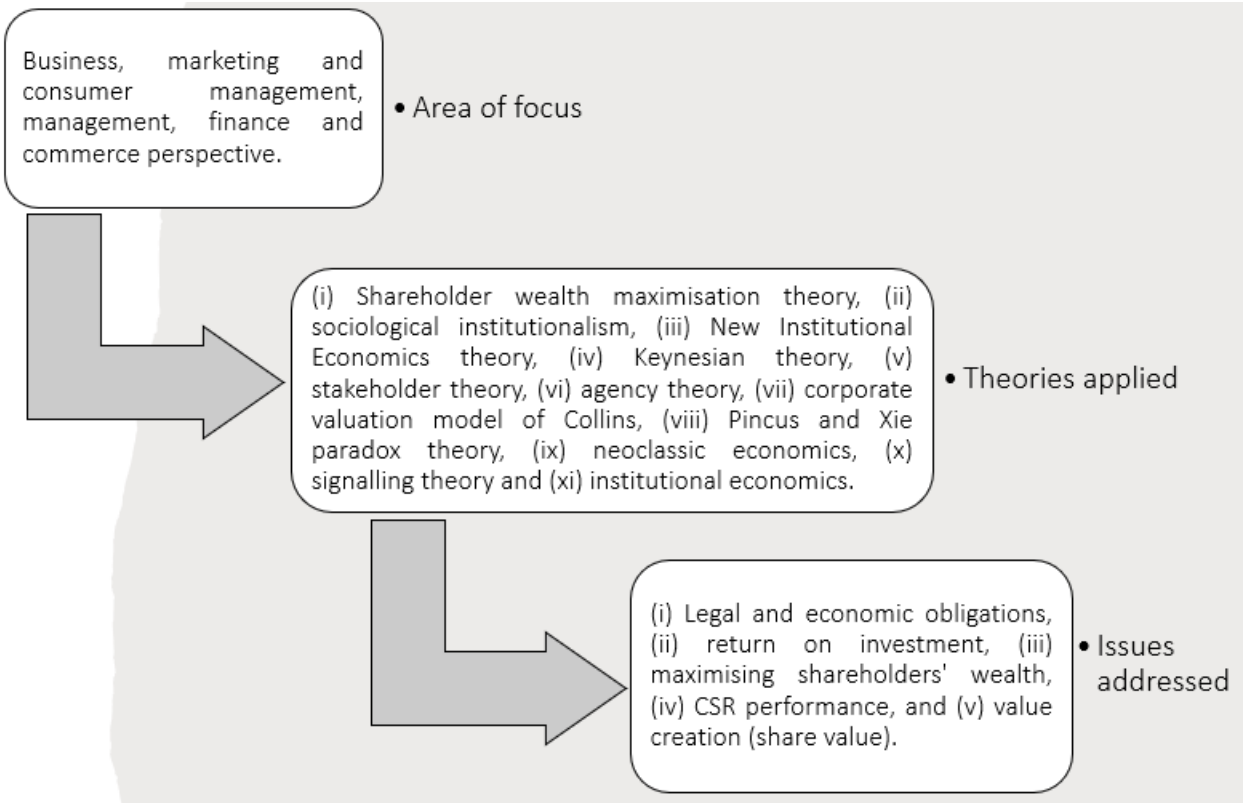
As Noyoo (2016) states, these theories are from commerce, including auditing, accounting, finance, business, business management, economics and strategy fields. This meant

[4] Refer to (Muller & Whiteman, 2009; Ndhlovu, 2011; Viviers, Ractliffe, & Hand, 2011; Robert, Hinson & Ndhlovu, 2011; Van Cranenburgh, & Arenas, 2014; Masulis & Reza, 2015; Kabir, Mukuddem-Petersen & Petersen, 2015; Urban & George, 2018; Mogapi, Sutherland & Wilson-Prangley, 2019; Ouma, 2020)

that only business impacts and financial results got measured, ignoring that social goals were the epicentre of their business operations (Maas & Liket, 2011b). Furthermore, Clark, Rosenweig, Long & Olsen (2004), as well as Maas and Liket (2011b), posited that the orthodox accounting standards did not account for social and environmental impact because they were alleged to have no market value and therefore omitted by the markets. Thus, for example, Mogapi, Sutherland and Wilson-Prangley (2019) set out to balance the financial returns versus good social change to impact investors' problems. The theory applied by Mogapi, Sutherland and Wilson-Prangley to their qualitative research was paradox theory through 23 semi-structured interview questions from 15 South African investment professionals purposefully selected. It was discovered that identifying sectors, ensuring leadership was involved and watching how contracts are processed and aligned with values were the four suggested solutions.

Therefore, guided by trend analysis and the theory of constraints described by Wotela (2019), we summarised our knowledge gap analysis in Figure 2 below. In this figure, we summarised the above into three categories that led us to identify what areas of focus are shown in the literature, the theories that are most commonly used and therefore, the issues they are able and have addressed. With this, we then identified our research problem, research questions and research objectives.

**Figure 2: Summary of knowledge gap analysis**




*Source:* Adapter from Literature (Muller & Whiteman, 2009; Ndhlovu, 2011; Viviers, Ractliffe, & Hand, 2011; Robert, Hinson & Ndhlovu, 2011; Van Cranenburgh, & Arenas, 2014; Masulis & Reza, 2015; Kabir, Mukuddem-Petersen & Petersen, 2015; Urban & George, 2018; Mogapi, Suherland & Wilson-Prangley, 2019; Ouma, 2020).

## 1.2 Problem Statement

The South African government had continued to grapple with the legacy issues from the colonial and apartheid era. The government currently needed a hands-on approach from the private sector to better tackle the social problems the country was now facing. The private sector did this through CSI programmes and better-aligned projects to achieve social impact. As demonstrated above, little was known about this phenomenon of the social impact of CSI initiatives. Therefore, there was a possibility that companies social impact of their CSI initiatives

was overstated. Consequently, contributing more to the status quo of inequality, poverty and unemployment (unintended social impact) instead of alleviating it (intended social impact). Thus, contributing to ineffective CSI initiatives resulting in limited to no social impact and poor accountability. Additionally, this indicated a system fault within CSI practice in South Africa.

In South Africa, it was reported that approximately R10.7 billion was spent on CSI in 2020. However, 46% of companies still had fallen short of integrating their overall strategy with the National Development Plan and 48% of companies still fell short of measuring outcomes of their grants. To facilitate alignment of national plans and development, there was a growing need to increase accountability and beneficiary social impact by measuring CSI's effectiveness and increasing relevance.

By focusing on the social impact component of CSI, we intended to further the knowledge of industry-accepted best practices to achieve more socially impactful CSI in South Africa and therefore, enhanced the larger body of knowledge in Africa. This provided a different perspective that had potential broader impact of assisting South Africa to realise the Sustainable Development Goals and the National Development Plan goals globally and nationally. It also had the potential to elucidate if there was a systematic issue within the CSI profession as it was practiced in South Africa. There had been no known systematic assessment of the social impact of CSI from a critical systems heuristics perspective to date and its potential relationship with beneficiation to intended beneficiaries, whether good or bad. Therefore, we aimed to assess the social impact of CSI in South Africa from 2012, such as their effectiveness and offered a model to improve them.

## 1.3 Research Questions

The following questions guided us:

### 1.3.1 Primary question

1. What is the social impact of CSR/CSI in South Africa? (RQ1)

### 1.3.2 Secondary questions

2. What is the relationship between social impact (dependant variable) and CSI/CSR (independent variable), if any? (RQ2)

## 1.4 Objectives of the Research

We aimed to explore the social impact of corporate social investment in South Africa from 2012. We achieved this by addressing our problem of companies possibly overstating the social impact of their CSI initiatives. Consequently, this contributed more to the status quo of inequality, poverty and unemployment (which is an unintended social impact) instead of alleviating it (which is an intended social impact). Ultimately, this contributed to ineffective CSI initiatives and resulted in limited to no social impact and poor accountability. Additionally, this was achieved by answering the research's primary and secondary questions articulated. However, to do this, it was essential to be specific and we formulated the guiding objectives as follows:

I. We explored the effect (if any) of corporate social investment on achieving social impact in South Africa from 2012. (RO1)

II. We reviewed the relationship of social impact (dependant variable) had with the independent variable. (RO2)

## 1.5 Delimitations

To keep our research, narrow and focused on addressing the identified problem and answering the related proposed research questions, we acknowledged the financial impact side to CSI and an environmental element. Neither of these two formed the core of our research. It was because this was beyond the scope of our research. We focused solely on the social impact component, even if the environment element can borrow and adapt the same principles. Furthermore, our research acknowledged that in the South African context, CSR is the umbrella under CSI falls and only engaged in a discussion of it only to the extent that it was related to the social impact of CSI. Further investigations into CSR were not a part of our research and was not delved deeper. With these delimitations, the research was narrow and focused.

## 1.6 Justification/Original contribution of the research

CSI literature, which spoke to getting value for money in terms of the social impact and cushioning against disasters such as the COVID-19 pandemic, was scant. An American and European perspective dominated current literature. Furthermore, in Africa, it appeared that practice preceded literature. Therefore, our research sought to bridge the gap between tradition and literature and act as a steppingstone to further African discussions.

The conducted research:

I. Helped bridge the gap between the current practice of excluding the social impact of corporate social investment and literature.

II. Provided an alternative perspective of reviewing the social impact of philanthropy and corporate social investment in South Africa to the currently dominated view of business, finance, economics, management, and commerce. Ultimately, this contributed to the theory available in the field.

III. Provided a developmental perspective of the social impact of corporate social investment from a South African context which is African and divergent from the dominant Global North and European context.

IV. It proposed a model that can be further scrutinised by other researchers in the future and provide a steppingstone for initiating debate around the social impact on intended beneficiaries of corporate social investment.

## 1.7 Organisation of the Study

**Chapter one** begins with setting the context of the proposed research. This leads to the literature and knowledge gap contribution, problem statement, research questions, objectives of the study, delimitations and the justification of our research to add to the body of knowledge regarding philanthropy and corporate social investment-.

**Chapter two** provides the conceptual framework and theoretical framework. This chapter establishes an academic home for the study, namely CSI. This entailed going beyond just defining essential terms and breaking down our understanding of CSI. Thus, this research was situated in the grander scheme of CSR.

**Chapter three** describes the methods that were applied to the study. It provided details about (i) what the study strategy was; (ii) what the research design was; (iii) what the research

paradigm was; (iv) what instruments were used to collect data; (v) how its samples were selected; (vi) what the sample size was; (vii) details on how the data were analysed; (viii) addressed ethics considerations; (ix) limitations of the study; and (x) concluded with how validity and reliability were dealt with. **Chapter four** presented the data collected, as discussed in chapter three. The facts and data were categorised and answered the research questions. **Chapter five** discusses the findings chapter. This chapter integrated the qualitative data collection and analysis phase with the data collection and analysis of the quantitative phase in our exploratory mixed-method research. **Finally, chapter six** concluded our entire research based on the knowledge gap and provides recommendations.

## 1.8 Conclusion

This chapter provided an introduction CSI and a background of the discussions around it in literature. This then led to the identification of the knowledge gap in the literature and the problem statement was set to introduce the research questions. We now move on to deriving the conceptual framework in the literature review that follows.

# 2. LITERATURE REVIEW

## 2.1 Introduction

We used this chapter to interrogate literature to ultimately produce the conceptual framework which informed how we went about our research (Wotela, 2019). We contextualised our research and provided an academic home (CSI) and a physical home (South Africa). By so doing we were able to conceptualise our research and keep it focused by providing the contextual boundaries. It was with this contextualised conceptualisation that we were able identify the gaps in the literature which allowed us to pursue the objectives stated in Chapter 1 (section 1.4).

The order of this discussion will begin by our understanding of CSI, followed by provision of a historical context of South Africa and CSI. However, before engaging in a discussion of the theoretical framework, we define social impact as used in our research. Before ending the chapter with a conclusion we discuss the conceptual framework.

## 2.2 Understanding Corporate Social Investment

Our research began with a 2005 quote from the late Secretary-General of the United Nations, Kofi Anan. He highlighted that it is unrealistic for poverty to be eradicated without active involvement by businesses/corporates. Interestingly, this quote, which our research was rooted in, was consistent with the earliest recognised definition of CSR (then referred to as social responsibility) provided by Howard R. Bowen in his 1953 seminal book titled *Social Responsibilities of the Businessman.* According to Caroll (1999) and later Caroll (2008), Howard defined social responsibility as the obligation bestowed on businessmen to ensure they conducted themselves for the greater benefit of the values and objectives of the society (Bowen, 1953).

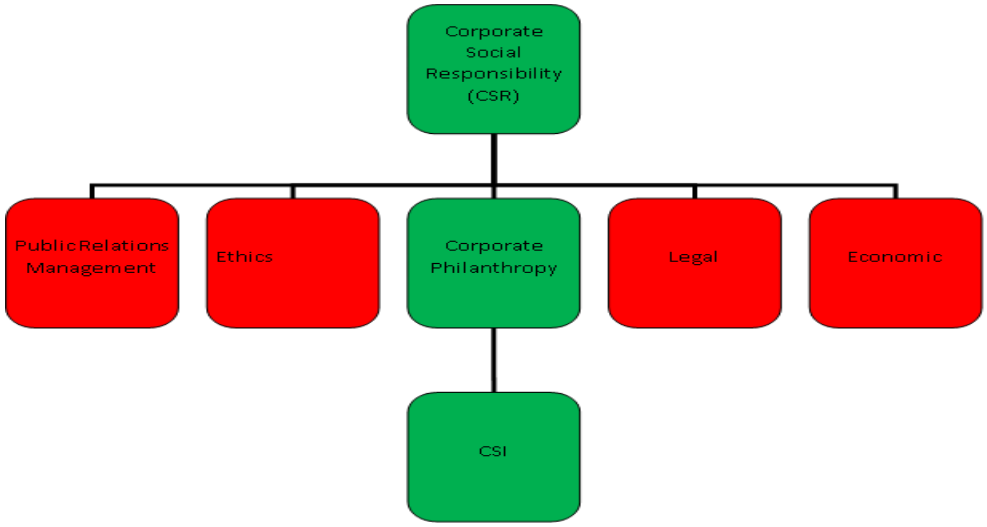
However, as Caroll rightfully noted, the title of this seminal book purported the absence of businesswomen. However, our research acknowledged businesswomen and therefore replaced the notion of businessmen with businesses/corporates, which was exclusive of all sexual orientations and legal beings. Nevertheless, this notion was met with scepticism by authors like Levitt (1958). Levitt cautioned against businessmen losing focus on the capitalist objective and termed Bowmen's argument a church's approach. At the end of the 1950s, what remained constant was (i) altruistic nature of philanthropy by businessmen, (ii) managers of corporates being viewed as trustees of the public, (iii) there was more talk of CSR than actioning of it in the 1950s and (iv) balancing of corporate resources with social responsibility spending (Caroll, 2008).

Even though the 1960s understanding of CSR reflected the more talk and less action notion forwarded by the 1950s thinking of the phenomenon, there appeared to be an improved meaning birthed by Keith Davis (Caroll, 1999, Caroll, 2008). Caroll noted several scholars that forwarded (i) the importance of CSR that focused less on economic and selfish growth and looked outward to the beneficiation of the communities. Additionally, he noted definitions (ii) shifted focus from a coerced application of CSR to a volunteer application. He added that (iii) return on investment should be trumped by accepting the cost of improving the societies in which the corporations operated (Caroll, 2008). Additionally, Caroll (1999) argued (iv) corporate management being cognisant of society needs as they seek their own and manage the relationship intimately.

The 1970s were very active regarding CSR in that, like previously, talk amongst academics increased as action amongst practitioners still fell behind. Nevertheless, mandates for CSR began to show and new concepts started to become prominent. However, this was only at

the end of the 1970s. The earliest writers in this era stuck to previous era definitions (Caroll, 1999). Caroll (2008) argued that in 1970 no clear and concise explanation of CSR had been given, although vague definitions leaned towards what was already known. However, Carol (2008) noted a definition that included a shift from (i) company economic benefits, (ii) legal company compliance and (iii) technical company benefits to social benefits for the society. This definition later formed the basis for the industry dominant and accepted definition forwarded by Caroll (1979) and improved to Caroll's pyramid in 1991 as we know it today (Caroll, 2009). The components Caroll came up with for CSR to include are (i) legal, (ii) economic, (iii) discretionary/philanthropic and (iv) ethical. These are all shown in Figure 3 below.

**Figure 3: Connection of CSR, Corporate Philanthropy and CSI**




*Source:* This is an adaptation of engaging various literature by the Researcher (Noyoo, 2016; Chakamera, 2020; Barnett, Henriques & Husted, 2020).

Following this era, the 1980s brought about new theories and concepts as no new definitions were offered. Some of these possibly helped answer why the focus of CSR had fallen short of describing the social impact of CSI in South Africa. For example, the focus changed to

the operationalisation of CSR in (Jones, 1980). Jones and Caroll (2008)argued that the process of CSR should be the focus rather than consensus on the definition of what it was because it was a complex thing. Additionally, other new concepts that flourished in this era include socially responsible investments, which got the United States to rethink their investments in South Africa during apartheid as socially irresponsible to encourage responsible investments (Ferris & Rykaczewski, 1986; Kaempfer, Lehman & Lowenberg, 1987; Bond, 1988; Viviers & Eccles, 2012).

A turning point in CSR finally came in the 1990s, when the action started to be propelled faster with more theory and improvements to the themes developed in the 1980s. In previous decades there had been more talk than action. In addition to the stakeholder theory and business ethics advanced in the 1980s, we saw the birth of other concepts like sustainability, including stakeholder social environment and corporate citizenship encompassing the broader social ecosystem (Reilly & Kyj, 1994; Caroll, 2008). Additionally, Caroll (1999) updated his pyramid, which had grown in popularity, adding it did not need to be followed sequentially and replaced discretionary component as philanthropic. Similarly, organisations like Coca-Cola, Nike, McDonald's, Johnson & Johnson and IBM received a great reputation due to their CSR practises (Caroll, 2008). As a result, the hiring of CSR managers surged in workplaces in the United States (Caroll, 2008).

Further development in the CSR discussion was evidenced from the 21st Century, where the focus shifted from the definition of CSR and the development of theories associated with CSR which dominated the 20th Century. An illustration of this is evidenced and detailed in the work of Caroll (2008) where he identifies the shift going towards discussions of the relationship between CSR and corporate social performance (CSP) as well as other variables. In this research

Caroll noted how influential a company's CSP was on potential job seekers. Another development included the business case construction for CSR which Caroll highlighted. Interestingly, Caroll also highlighted how his four components were compressed into three by Schwartz and Carroll (2003) who collapsed the philanthropy component of Caroll's pyramid into ethics and ultimately a three-component concept.

However, it is crucial to note this literature is mainly based on the global North and European perspective where there is a well-documented literature on CSR. The terminology and literature in South Africa differed as scant as it was.

CSI is a South African term used interchangeably with corporate social responsibility (CSR). However, the two are entirely different concepts and were not be used as meaning the same thing even if their interchangeable use was acceptable practice in South Africa and our research (Hamman, 2003; Fig, 2005).

With that clarity provided, CSI was a charitable activity of business conducted to achieve community relations and development for social good and was sometimes commonly known as corporate philanthropy (Fig, 2005; Hamann, 2009). Future organisation survival was dependent on these activities that were not core business operations and conducted through philanthropic contributions to a critical area like education and health in marginalised communities (Garriga & Melé, 2004; Babarinde, 2009).

Therefore, it was crucial to understand that while CSI and CSR are related there are also some dissimilarities. For example, CSI was focused solely on charitable activities, while CSR was broader and required the business to make profits ethically while minimising environmental harm within the society that it operates (Slavova, 2013; Fontaine, 2013). However, another

definition argued in literature was that CSR was related to business operations internally while CSI as understood in South Africa was wider in its inclusion of communities that were outside the business operations (Mueller-Hirth, 2016).

It was agreed in various literature (Noyoo, 2016; Chakamera, 2020; Barnett, Henriques & Husted, 2020) that CSR was the umbrella of corporate philanthropy. Additionally, CSI was the activity of corporate philanthropy. In addition, however, (i) considerations of public relations management would speak to reputation control, (ii) ethics to governance issues, (iii) legal referred to legislation such as the Mining Charter and Broad-Based Black Economic Empowerment (B-BBEE), (iv) while economics conveyed financial rewards (Noyoo, 2016; Chakamera, 2020). This conception allowed for seeking the meaning of CSI in South Africa. A business was only referred to as socially responsible if it achieved all the aspects shown in Figure 3, establishing the connection between CSR and CSI (Safwat, 2015; Gazolla & Colombo, 2014). Additionally, doing it once off did not make a business socially responsible, this only applied if it was done daily (Caroll, 2008).

A final distinction in understanding CSI in the South African context was that globally and sometimes locally, the terms impact investment, social impact investment and social investment were also used interchangeably with CSI even though, like CSR, they were different (Viviers, Ractliffe & Hand, 2011; Raliphada & Horne, 2017; Urban & George, 2018; Mogapi, Sutherland & Wilson-Prangley, 2019). The three terms were similar in that their intent, process and impact were two-fold and grounded in getting a financial as well as a social and/or environmental return (Lomax & Wharton, 2014; Schrötgens & Boenigk, 2017; Godeke & Briaud, 2020). Wilson, Silva & Ricardson (2015) clearly described their foreign origin and how they became popular over the years. However, the similarity lied in that CSI solely advocated for

communities' social and/or environmental gain. In contrast, the second aspect, investment for social and/or ecological growth, of these three terms aimed to achieve the same. This term investment implies a financial return. Ndhlovu (2011) defined CSI as if it were to be taken like these three foreign terms (social investment, impact investment and social impact investment). However, as Hamann (2009) highlighted, the industry was full of buzz words and Ndhlovu could not be faulted for his view. The more suitable expression used in Europe in 2000 was a social investment (SI) and UK's Social Investment Taskforce coined it. In 2007 the USA's Rockefeller Foundation preferred impact investment (II). Only in 2013, the G8 Social Impact Investment Forum participants settled on social impact investment (SII) (Wilson, Silva & Ricardson, 2015 ).

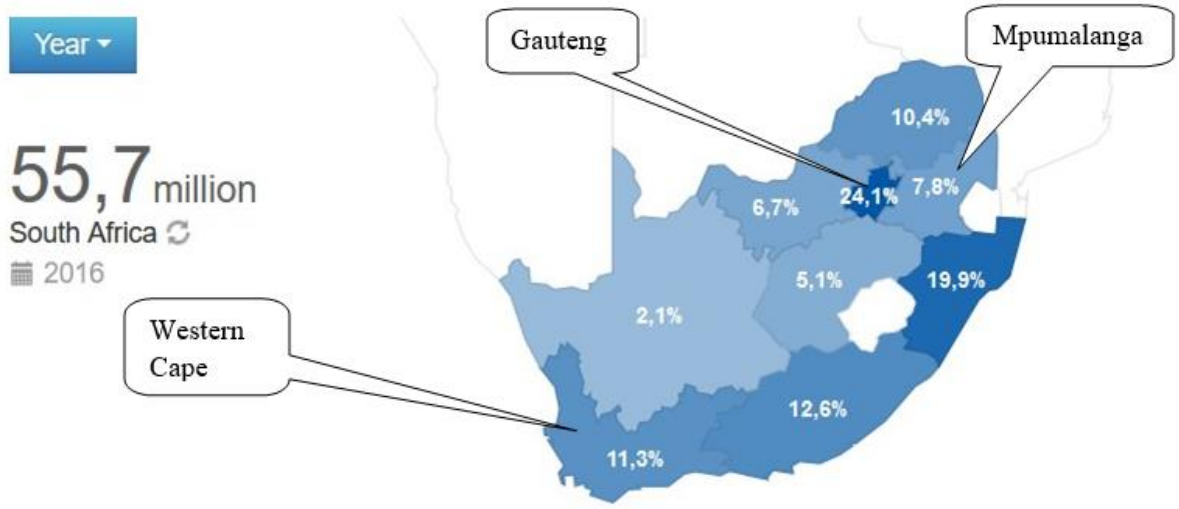
Therefore, it was acceptable for our research to use CSI and CSR interchangeably consistent with this acceptance in the South African context. Additionally, it was acceptable to use the globally acceptable terms for CSI in the South African context interchangeably, but to a lesser degree. More references were made to CSI.

## 2.3 CSI/CSR in South Africa

According to the latest figures from Statistics South Africa (StatsSA), as of 2016 the total population of South Africa was 55.7 million as shown in Figure 4. However, at face value by looking at the map and size of the different provinces the Northern Cape is the biggest province and they would not be wrong if size was what we went by. However, if they were to consider the 1.2 million ((2.1%) population of people in the province like we did, they would soon see that this is the smallest province in the country by population size. Gauteng on the other hand, while it appears smallest in size on the map has almost a quarter of the total population of the country with 13.4 million (24.1%)`of the total population. The Western Cape has  a population of 6.3

million (11.3%) and Mpumalanga has a population of 4.3 million (7.8%). These last three provinces were where our data was collected for the qualitative phase of our research. Our quantitative phase was able to collect data from all nine provinces.

**Figure 4: Population of South Africa by province**




*Source:* StatsSA (2023)

With this narrowed down visual within our landscape, South Africa, we focused on CSI as well as the difference and linkage to CSR with South Africa's history under apartheid and colonialism. With this understanding, the use of terms and the practices that prevailed as CSI became more meaningful and comprehended.

Before the below-average and underdevelopment eventuality of apartheid and colonialism, local South Africans depended on thriving agriculture for survival, which changed to exploited labour through employment while their land was taken from them (Bundy, 1972; Mangaliso, 1997). However, the problem brought by these apartheid and colonialism invasions was two-fold. First, it was along racial lines and second, it was reflected in the greed for the mineral-rich country discovered later (Mangaliso, 1997). Consequently, as Noyoo (2016) argued it was important to take a social policy perspective towards CSI as it relates to the South African

context and it dealt with the issues that were specific to South Africa without implying that CSI was a novel social policy. Additionally, he noted that this was why CSI was preferred to CSR because the latter favoured the minority settlers who were white. This context was divergent from the international understanding of CSR and was accepted as so during our research. Similarly, Makka and Nieuwenhuizen (2018) argued how unique CSR in South Africa was to the global understanding in that it had colonial and apartheid linkages hence being labelled differently and practiced equality differently.

The history of South Africa dates as far back as 1652, when Jan van Riebeck was the head of a group of sailors from the Dutch East Indian Company that entered the South African shores. From 1790 through 1890, the Bantu were displaced in the century after more than ten wars had occurred between them, the Britons and the Boers. After that, the emergence of Dutch Farmers was rife as the British began to follow suit and settle in the country in 1820. After discovering the diamond in 1867 came the discovery of gold in 1885. More British settlers entered the country, Black labour regulation was formed and low wage regulations were set. There was a perpetuation of labour exploitation laws that occurred from 1910, including the land laws that exiled the Blacks to 13% of the total land (Mangaliso, 1997).

The 1970s were filled with explicit dislike for the colonialist and apartheid rule that prevailed, especially from the United States, Japan, United Kingdom, Europe and Canada, which saw the introduction of the Sullivan Principles in 1977 (Mangaliso, 1997; Ackers & Eccles, 2015). These were, (i) Black presence in management, (ii) equal pay for equal work, (iii) no segregation at work, (iv) training and promotion for Blacks, (v) life from work for Blacks should be improved and (vi) fair recruitment processes. However, locally, in 1972, Professor Meyer Feldberg called for the adaptation of the American CSR model and this started to filter through

local companies resulting in the formation of the Urban Foundation in 1976 with the goal of improving the lives of those who lived in the Townships (Soweto particularly) by providing for education and housing as well as eradicating the most profound elements of apartheid (Hamann, 2009; Babarinde, 2009; Kabir, Mukuddem-Petersen & Petersen, 2015). This foundation was formed by Anton Rupert and Harry Oppenheimer from an alcohol and tobacco company called Rembrandt and the mining company Anglo American, respectively. In 1995, it was re-established through a partnership with the Chairman's Fund (established in 1973) and called the National Business Initiative (Kabir, Mukuddem-Petersen & Petersen, 2015).

This newly found local company led philanthropy resulted in an influx in philanthropy in this period, which saw the birth of the term CSR in 1972 (Hamann, 2009). However, Hamann (2009) made the crucial distinction in the function of the Sullivan Principles, which focused on business operations and that of CSR which was more philanthropic. Regardless of these distinctions, Mangaliso (1997) argued how minimal the Sullivan Principles contributed to ending apartheid. They catered more for the 1% of Africans in American owned MNCs rather than the majority of South Africans that endured apartheid and capitalism at the hands of these MNCs (Mueller-Hirth, 2016).

Such argumentation was borne in the misconception or misunderstanding for companies engaging in the transformative goal of CSR practice. De Jongh (2004) elucidates this clearly in the illusion presented by a large oil company (Sasol) in South Africa that considered black economic empowerment (BEE) a risk. However, this notion was reported by de Jongh to have been refused by then-president Thabo Mbeki, citing the company's failure to understand and commit to the transformation intended by BEE and a lack of commitment to the cause. Even though de Jongh later highlighted the company proved its commitment adequately, this was

argued otherwise, as evidenced in the current reporting on CSR/CSI. The reporting falls short of the social impact of CSI initiatives in South Africa, hence maintained the status quo and promoted the business case for conducting CSI instead. Also, as Babarinde (2009) argued, the rise in CSI initiatives was first to ease pressure from the international business community from divesting in South Africa and later to influence CSI laws that might govern companies post-apartheid.

Similarly, the Sullivan Principles addressed operational business issues within the corporations limiting the broader effect they could have had if they focused wide enough to get out of the office and into society at black society at large (Hamann, 2009). However, to help address the inequality, poverty and unemployment, argued here, the government introduced economic policies. These were the (i) Growth, Employment, and Redistribution (GEAR) Initiative in 1996, (ii) the Accelerated and Shared Growth Initiative for South Africa (ASGISA) in 2004 and Reconstruction and Development Plan (RDP) in 1994 (Babarinde, 2009). Notwithstanding, these three evils of the apartheid system (inequality, poverty and unemployment) were arguably the highest now since independence and the introduction of these policies described by Babarinde.

Unfortunately, the RDP was not popular with the business community, which argued it already complied with its principles. Therefore, this led to adopting the Black Economic Empowerment Act in 2003 (Babarinde, 2009; Hamann, 2009; Arya & Bassi, 2011). Critics of this policy argued that it was reverse apartheid, although its real purpose was to progressively right the disparities created by the apartheid system by redistribution of ownership and upskilling of all non-whites and previously disadvantaged groups as broadly defined in the Act (Esser & Dekker, 2008; Hamann, 2009; Arya & Bassi, 2011; Ramlall, 2012). However, (i) preferential

procurement, (ii) employment equity, human resource development were some of the tools used to expand the narrowness identified in the initial BEE, which became "broad-based Black economic empowerment (BBEEE) (Ramlall, 2012). This expansion and understanding were crucial to give foreign companies context of South Africa so that they too could link their CSI initiatives with BBEEE and understand it as applied in the country to redistribute and undo the injustices under apartheid (Ramlall, 2012). Of the 15 codes, the first eight refer to large firms and the remainder are small firms not considered large. Figure 5 show these codes and their contents.

**Figure 5: Arrangement of BEE Codes**

| Code Number | BEE Indicator | Code Content |
|---|---|---|
| 000 | Conceptual framework of broad-based BEE | General principles and the generic scorecard |
| 100 | Ownership | Measures effective ownership of enterprises by Black people |
| 200 | Management control | Measures effective control of enterprises by Black people |
| 300 | Employment equity | Measures initiatives intended to achieve equity in the workplace |
| 400 | Skills development | Measures the extent that employers carry out initiatives designed to develop the competencies of Black employees |
| 500 | Preferential procurement | Measures the extent that enterprises buy goods and services from BEE-compliant suppliers as well as Black-owned entities |
| 600 | Enterprise development | Measures the extent to which enterprises carry out initiatives contributing to enterprise development |
| 700 | Socioeconomic development | Measures the extent to which enterprises carry out initiatives contributing to socioeconomic development |
| 800 | Qualifying small enterprises | Measures the extent to which enterprises carry out contributions made by qualifying small enterprises |

Note: BEE = Black Economic Empowerment.

*Source:* Arya & Bassi (2011)

Unlike the rest of the world, where CSR was practised by companies conscious of their community engagement, it ran parallel with the disparities created by the oppression from capitalism and apartheid in South Africa (Hamann, 2009). The importance of this distinction lies in that it elucidated the philanthropic implementation of CSR through CSI and why this was the preferred terminology in South Africa (Fig, 2005; Hamann, 2009; Kabir, Mukuddem-Petersen & Petersen, 2015). Furthermore, although called an investment, in reality it was charity or corporate philanthropy. However, it sounded better and appeared as the new buzz word (Hamann, 2009). Additionally, Skinner and Mersham (2008) and Fig (2005) added that the term CSI did not remind the South African communities of the failures, previously discussed, underlined by the capitalist and apartheid systems when using CSR. Therefore, for our research, we accepted the overarching quality of CSR for sustainability and the more focused quality of CSI reflected in its commitment to ensuring the social development of the communities (de Jongh, 2009).

Although slow and dampened by the apartheid and capitalist regimes, CSI in South Africa began to gain momentum after the end of that era (Ramlall, 2012). The new government introduced regulations locally and adopted international rules to facilitate socio-economic growth through CSR practice and socially responsible business operations (Ramlall, 2012; Kabir, Mukuddem-Petersen & Petersen, 2015). Notably, no law per se regulated CSR practice in South Africa, although the frameworks adhered to are products of the rights enshrined in the constitution of South Africa (Kabir, Mukuddem-Petersen & Petersen, 2015). The lack of policy was an important distinction as this was not the same with the global North and West but pervasive in Africa.

Mistakenly, Kabir, Mukuddem-Petersen & Petersen (2015) omitted the four King reports that had since been published in 1994 for the first time (Hamann, 2009; Ackers & Eccles, 2015). Nevertheless, this was a crucial report documenting that disclosure of voluntary CSR activity should be made and if not, an explanation of nondisclosure should be provided. Additionally, this standard was applied globally and not just focused on South Africa, although it played a significant role. In South Africa, to be listed on the Johannesburg Stock Exchange (JSE), companies were required to adhere to the King Code of Governance (Ackers & Eccles, 2015) and this had boosted the advance of the Social Responsibility Investment market (Viviers & Els, 2017).

Noticeably, according to Ackers and Eccles (2015), CSI was practised for (i) moral reasons and (ii) stakeholder satisfaction, although by stakeholder it was shareholders that ultimately benefit, excluding other stakeholders like the communities who were purported to have been beneficiaries. The implication was that the reported CSI social impact tended to be writing less about the targeted communities of the CSI initiatives and more about the business itself. This was evidenced in Delmas and Burbano (2011) as well as Ackers and Eccles (2015). They argued how companies could be deceptive in their CSR reporting to gain favour with shareholders while not being role model corporate citizens and ultimately failing to alleviate the apartheid disparities which CSI sought to eliminate. To do this, only positively oriented CSR-related information was disclosed. Ultimately, this questioned the corporate's reliability and transparency that the King Code of Governance tried to advance regarding CSR in South Africa.

## 2.4 Defining Social Impact

### 2.4.1 Adapting a working definition

Social impact is a diverse field and therefore, there is not one consensual definition provided for it. One meaning was when development policy, programmes, projects and plans result in a worsening or enhancement in (i) communities, (ii) population and (iii) social relationships (Vanclay, 2002; Vanclay, 2003; Serje, 2017). International bodies like the United Nations Development Programme, World Bank, International Finance Corporation and the International Association for Impact Assessment (IAIA) have adopted this definition. Additionally, the IAIA also adapted Vanclay's (2003) view of social impact, referring to a variation of one or more of the following:

- people's way of life—that is, how they live, work, play, and interact with one another on a day-to-day basis;
- their culture—that is, their shared beliefs, customs, values, and language or dialect;
- their community—its cohesion, stability, character, services, and facilities;
- their political systems—the extent to which people are able to participate in decisions that affect their lives, the level of democratisation that is taking place, and the resources provided for this purpose;
- their environment—the quality of the air and water that people use; the availability and quality of the food that they eat; the level of hazard or risk, dust, and noise in which they are exposed to; the adequacy of sanitation, their physical safety, and their access to and control over resources;

- their health and wellbeing—where 'health' is understood in a manner similar to the World Health Organisation definition: "a state of complete physical, mental, and social wellbeing, not merely the absence of disease or infirmity".

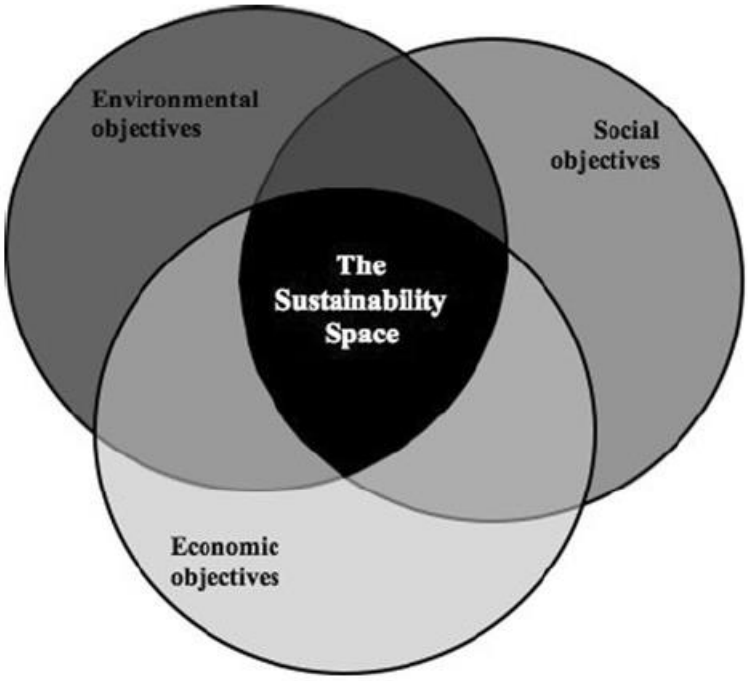
- their personal and property rights—particularly whether people are economically affected, or experience personal disadvantage, which may include a violation of their civil liberties; and

- their fears and aspirations—their perceptions about their safety, their fears about the future of their community, and their aspirations for their future and the future of their children (Vanclay, 2003, p. 8).

The definition provided by Vanclay and forwarded by the international bodies was consistent with that proposed by Serje (2017) in that social relationships were considered in the definition of social impact. However, Serje argued that the cause-and-effect definition on its own is shallow. It fails to consider other influences at play either before or during an intervention that were always in play. She argued that social relationships were a product of history and could be redesigned, improved or abandoned. Such consideration was added to the currently accepted causal definition of social impact. Social relations were considered for our research as they blended well with the theoretical framework. For example, Serje forwarded that when considering social relations, one should ask questions surrounding the power relations between groups in terms of decision-makers, the marginalised and those in control. Similarly, in critical systems heuristics, the boundary judgement questions solicited inquiry of who is and who ought to be the beneficiaries as well as who are and who ought to be in control.

As depicted in the forgone argument above, resulting from this social impact, was sustainability required to be cojoined with this social impact within the development sector. This included CSI initiatives in our case. Sustainability birthed traction with the Brundtland Report in 1987 (United Nations, 1987; Smith, 2011). The three most widely used dimensions of sustainability were (i) social, (ii) ecological (also known as environmental) and economical (Keiner, 2004). Other authors have called for different dimensions to be integrated into the sustainability conversation, including (iv) spirituality and (v) politics (Paehlke, 2001; Chile & Simpson, 2004; O'Connor, 2007). While adopting Smith's (2011) understanding of sustainability, which comprised the first three dimensions, we focused on the social aspect only as Keiner (2004) argued the need for the increased representation of this aspect of sustainability. The relationship between sustainability and these three dimensions is shown in Figure 6.

**Figure 6: Relationship between sustainability and these three dimensions**




*Source:* Smith (2011)

Therefore, by adopting the notion that planned interventions (in this case CSI/CSR) produce results – social impact – we accept the logic model from evaluation theory that elucidates the difference between outputs and impacts (Clark, Rosenweig, Long & Olsen, 2004; Serje 2017). Thus, outputs were what the activities produce on completion, outcomes were alterations in the attitudes of the communities/society after the achievement of the outputs and impacts were the long-term differences of what would have happened and outcomes (Kolodinsky, Stewart & Bullard, 2006; Maas & Liket, 2011a). Usually, beneficiaries were associated with users. In contrast, producers of the product/service were associated with the outputs and outcomes, according to Kolodinsky, Stewart and Bullard (2006) as well as Maas and Liket (2011).

### 2.4.2 Towards measurement of social impact

With this understanding of social impact, it was prudent to use the Development Assistance Committee (DAC) of the Economic Cooperation and Development (OECD) for our research. The reason for this was that its the internationally accepted practice/criteria to evaluate interventions (in our case CSI/CSR), success (high quality) and unsuccessfulness (low quality) projects, programmes, plans and policies (Chianca, 2008; Teasdale, 2021; Patton, 2021).

However, it was important to know that there were many other ways to measure social impact and our choice was based on widely accepted evaluation practise for development aid as described in Section 2.5. The presence of many definitions no doubt contributes to there being many other ways of measuring social impact. But, as Maas and Liket (2011) conclude there were only eight out of the 30 other methods that actually measured social impact from their unexhaustive list shown in Figure 7 below. The eight methods noted in their work were (i)

Bottom of the Pyramid (BoP) Impact Assessment Framework, (ii) Measuring Impact Framework (MIF), (iii) Ongoing Assessment of Social Impacts (OASIS), (iv) Participatory Impact Assessment (PIA), (v) Poverty Social Impact Assessment (PSIA), (vi) Robin Hood Foundation Benefit–Cost Ratio, (vii) Social Costs–Benefit Analysis (SCBA) and (viii) Social Impact Assessment (SIA). Furthermore, they made an important distinction that these were skewed more to measuring inputs rather than outputs. The DAC criteria were able to measure results (outcomes and impact) and therefore further emphasised our reason for their adaptation for our research. Additionally, Maas and Likert highlighted the need to have quantitative methods to measure social impact which is why we then used a Likert Scale to quantify an otherwise qualitative instrument (the DAC criteria) which is both reliable and valid in the evaluation field.

**Figure 7: Social Impact Measurement Methods Overview**

| Social Impact measurement methods |
|---|
| 1. Acumen scorecard |
| 2. Atkinsson compass assessment for investors (ACAFI) |
| 3. Balanced scorecard (BSc) |
| 4. Best available charitable option (BACO) |
| 5. BoP impact assessment framework |
| 6. Center for high impact philanthropy cost per impact |
| 7. Charity assessment method of performance (CHAMP) |
| 8. Foundation investment bubble chart |
| 9. Hewlett foundation expected return |
| 10. Local economic multiplier (LEM) |
| 11. Measuring impact framework (MIF) |
| 12. Millennium development goal scan (MDG-scan) |
| 13. Measuring impacts toolkit |
| 14. Ongoing assessment of social impacts (OASIS) |
| 15. Participatory impact assessment |
| 16. Poverty social impact assessment (PSIA) |
| 17. Public value scorecard (PVSc) |
| 18. Robin hood foundation benefit–cost ratio |
| 19. Social compatibility analysis (SCA) |
| 20. Social costs–benefit analysis (SCBA) |
| 21. Social cost-effectiveness analysis (SCEA) |
| 22. Social e-valuator |
| 23. Social footprint |
| 24. Social impact assessment (SIA) |
| 25. Social return assessment (SRA) |
| 26. Social return on investment (SROI) |
| 27. Socioeconomic assessment toolbox (SEAT) |
| 28. Stakeholder value added (SVA) |
| 29. Toolbox for analysing sustainable ventures in developing countries |
| 30. Wellventure monitor |

*Source:* Maas and Liket (2011)

## 2.5 The Organization for Economic Cooperation and Development's (OECD's) Development Assistance Committee (DAC) criteria

The history of the OECD and DAC go back as far as 1960 where they were previously known as the Organisation for European Economic Co-operation (OEEC) and the Development

Assistance Group (DAG). This was well documented in greater detail in the second edition of "DAC in Dates" published in 2006 by DAC. However, we provided a summary of the history in Figure 8 below. The original DAG members comprised the United States, the United Kingdom, France, the Commission of the European Economic Community, Belgium, Italy, Canada, Portugal and Germany. However, the Netherlands and Japan were invited to join these countries in July 1960. Japan did not immediately give in to the invitation and talks were still being held as late as 1970.

**Figure 8: History of OECD and DAC criteria**


*Source:* OECD (2006)

Nevertheless, the DAC's initiation was 1984, which found its endorsement only coming later in after a consultative process, from May to October 2018, where almost 90% of respondents to a survey voted that the criteria remain in practice (Patton, 2021). Literature provided many different events that led to the formation these criteria. As Patton noted that it was the need to improve evaluation of programmes, projects and policy for international (i) humanitarian efforts and (ii) development efforts in countries where development aid was provided by member countries. Similarly, Picciotto (2020) rightfully acknowledged that to account for the ever-changing development standpoints maintaining credible and reliable ways to assess projects there was a need to go beyond the cost-benefit evaluation technique and replace it with more rigorous option provided by the DAC criteria. Also, the development of the DAC criteria was preceded by improving (i) effectiveness of development aid, (ii) the relationship DAC members had with governments in transitional and developing countries, (iii) quality of aid and (iv) quantity of aid to such countries (OECD, 1992; Chianca, 2008). However, only later did the criteria begin to incorporate and accommodate gender and women equality in evaluation for developmental programmes, projects and policies (Espinosa, 2013; World Food Programme, 2017). It was on this basis that we adapted the same gender and women consideration for the purpose of our research because the future of evaluation of development projects and indeed CSI interventions would not be complete without such consideration.

To make a paradigm shift and quality of evaluations of development work from the usual assessment of (i) inputs (e.g. money spent of development initiatives), (ii) outputs of the programmes, projects and policies or (iii) acceptance of economic rate of return as the gold standard for intervention assessments of aid there had to be a process gone through (Chianca, 2008; Picciotto, 2020). According to the OECD (1992, p.5), "These principles were endorsed by

development co-operation ministers and heads of aid agencies at various DAC High-Level Meetings." Furthermore, the OECD (1992, p.5), states that "DAC Members have undertaken to review and adapt their current practices against these standards, which may imply significant reorientations in current aid practices; they have requested the DAC to monitor, in a systematic manner, their implementation." Achievement of this will be through what they refer to as "Aid Reviews" done through field visits by the Secretariat. An example of such a review was the one mentioned in the paragraph above by Patton (2021) which Ishida (2020, p.16) also mentions and stated, "This has been considered the key programme/project evaluation document by most of the international and bilateral aid agencies over the past 30 years."

However, not to romanticise the DAC criteria, they have received much critic by different scholars and practitioners. Recently, Patton (2021) provided critic raising questions about context around climate emergency and transformation being unclear in the revision of the DAC criteria. Similarly, Chianca (2008) critics the criteria based on a panel of 10 professionals pursuing doctoral degrees in evaluation raising concerns about two missing criteria (quality of process and exportability), efficiency failing to include coverage of costs and lack of retrospective sustainability. However, both these concerns while relevant can be partially addressed in the work of Eggers (2009) who gave a detailed account of how thorough the DAC criteria creation was and how its substance is based on the Manual of Project Cycle Management (PCM) and documented in the Basic Format (BF). The BF was created using data from thousands of years in expert terms of evaluation leaders and therefore, contends that not much could have been left out regarding substance of the criteria. However, important to note here is that these years were skewed towards mainly donors as the composition was of all DAC members. This is not to take away from the comprehensiveness of the process to come up with

the DAC criteria. A perspective concluded by Picciotto (2020, p. 482) stating “Use of the time-tested DAC criteria have been shown to matter to the success of projects. They were forged through hard won lessons of experience.” They went on to mention “They should supplant traditional project management approaches that mistakenly concentrate on inputs and outputs without much attention to outcomes or impacts (Picciotto, 2020, p. 482).”

Despite the rigour involved in the establishment of the DAC criteria by member donor multilateral agencies there is also the debate around the non-DAC member states that are rapidly penetrating the donor arena. Arab countries like Saudi Arabia and Kuwait for example adhere to effectiveness principles of the DAC criteria even though they are non-member countries as part of the Paris Declaration (Neumayer, 2004). However, their counterparts in China and India are not enclined and therefore the DAC has engaged in strategies that promote dialogue with these powerhouses to minimise deviation from the DAC principles like the DAC-China Study group (Paulo & Reisen, 2010). Similarly, Tan‐Mullins, Mohan & Power (2010) argue that rapidly industrialising countries are not exerting force on the current donor regime which then brings different criticisms to the DAC criteria as it stands and tries to have these sub-groups the minimise divergence from its core principles of development aid. Such developments are starting to threaten the status quo bringing up questions of how much longer this criteria will be internationally the default for evaluating development aid and how it will mitigate the dimensions brought about by the new industrialised world (Wood, 2008; Kim & Lightfoot, 2011).

However, prior to this re-evaluation meeting of the DAC criteria there had been only five criteria to depict the quality of an evaluation and these were relevance, effectiveness, efficiency, impact and sustainability where all five were retained with the addition of coherence (Chianca,

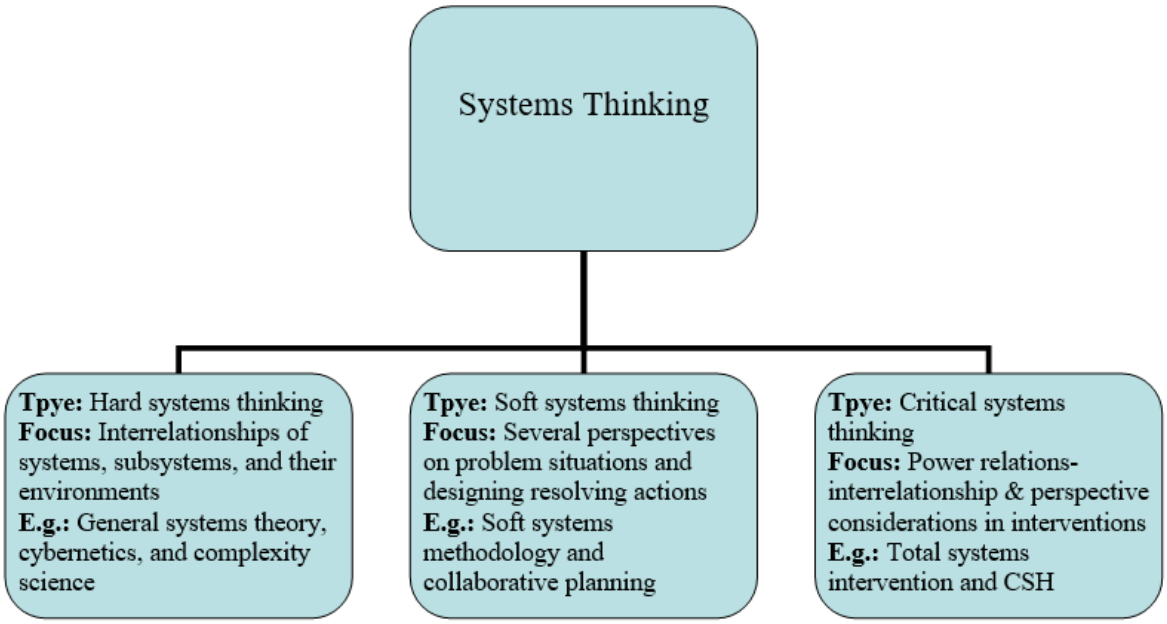
2008; Patton, 2021). However, as distinctly noted by Espinosa (2013, p.172) in 1990 “Evaluation focused on women was the first type of evaluative practice to examine inequality between women and men.” With the DAC criteria this provided best practices for organisations providing aid in various countries (Kim & Lighfoot, 2011). These criteria were widely adopted as a systematic way to evaluate development aid by both member and non-member countries at a micro level and by multilateral and bilateral donors as well as non-profit organisations (NGOs) and therefore were adequate for us to adopt for this research.

## 2.6 Theoretical Considerations

### 2.6.1 Understanding Critical Systems Heuristics

Figure 9 shows the three different strands of systems thinking, their area of focus and examples of these types of systems thinking. Our strand for our research was the third strand, “critical” systems thinking, focusing on critical systems heuristics particularly. The other strands

**Figure 9: Summary of the types of systems thinking models**




*Source:* This is an adaptation by the Researcher (Gates, 2018)

of systems thinking were beyond the scope of our research and therefore were not engaged further than being acknowledged as other forms of systems thinking. CSH had two areas of focus, (i) building justifiable assumptions together with their supporting professional claims and (ii) normative professional practice core (Ulrich, 2012; Gates, 2018).

Therefore, to fully address the stated problem and purpose of our research and answer our research questions as comprehensively as possible, Critical Systems Heuristics (CSH) was adopted and adapted as the theoretical framework for our research. The reason for this was the reflective nature for which Werner Ulrich created it, which was required when exploring the CSI system (Ulrich & Reynolds, 2010, 2020; Gates, 2018). Thus, CSH was a framework that was used to bridge the gap between systems thinking and practical philosophy through reflective thinking by using systems ideas as a component of practical reasoning (Flood & Jackson, 1991;

Luckett, 2006). Flood and Jackson (1991) and Luckett (2006) defined critical as challenging empirical evidence with the normative practical form and not accepting the former as the only objective possibility. We did this by challenging what the participants reported as happening which is the empirical and compared it to what they said should be happening (the normative). These same authors submitted that it was impossible to know the entire system. Therefore, our practical and theoretical judgements were based on the totality of relevant conditions for social systems which were defined by the CSI initiative the purported beneficiaries participated in. Lastly, they defined heuristics as using critical self-reflection to unfold problematic concerns. We used critical self-reflection to unfold and explore what he social impact of CSI initiatives in South Africa was. Furthermore, Flood and Jackson (1991, p. 285) also supported this notion when they said, "We must reflect upon the inevitable lack of comprehensiveness in our attempts to map social reality and to produce social systems designs".

Our research explored the social impact of corporate social investment in South Africa, which met another of their quotes "CSH is about the design and assessment of purposeful systems" (Flood & Jackson, 1991, p. 285). CSH was designed to bridge the gap between the positivist and interpretivist perspectives to systems thinking by presenting the emancipatory strand (Flood & Jackson, 1991; Reynolds, 2007; Gates, 2018; Ulrich & Reynolds, 2020). With the history of CSI in South Africa described as showing emancipation from the inequalities and poverty exacerbated by apartheid and colonialism, it was prudent to select CSH as the framework of choice for this proposed research (Midgley, 1997). Additionally, our research agreed with Midgley (1997), who argued that CSH was efficient in dialectical environments making its use appropriate for our research. However, critiques of CSH, like Flood & Jackson

(1991), argued that CSH was designed to work only in coercive situations. Though we acknowledged this divergent view we did not subscribe to it throughout our research.

Many authors (Flood & Jackson, 1991; Reynolds, 2007, 2014; Ulrich & Reynolds, 2010; Rothkegel, 2014; Tirivanhu, Matondi & Sun, 2016; Gates, 2018) agreed that there were four sources of influence when it came to CSH and those were motivation, control, knowledge and legitimacy. These all had three boundary judgements that determine who or what is included, excluded or marginalised (which is the nature of the social impact of CSI in South Africa). Therefore there were 12 boundary judgements in total. The questions regarding these 12 boundary judgements were asked in the normative "ought" mode and the descriptive "is" mode making a total of 24 questions that were asked when using CSH. Finally, these were divided into the 'involved' and those that were 'affected'. The legitimacy source of influence relates solely to the affected, while the former three relate to the involved. The depiction was adapted as the framework our research used and modifications were made relevant to our research. A comparison of the normative and the descriptive modes was conducted to evaluate the influence of boundary judgements on the social impact of CSI in South Africa.

The three advantages of using CSH were that (i) it allowed for divergent views facilitating collective comprehension, (ii) clarified the situation providing for a holistic appreciation and (iii) it allowed for adaptation through reflective thinking (Ulrich & Reynolds, 2020). However, an obvious disadvantage was that previously stated by Flood and Jackson (1991), which was countered later by Midgley (1997) and adopted for our research.

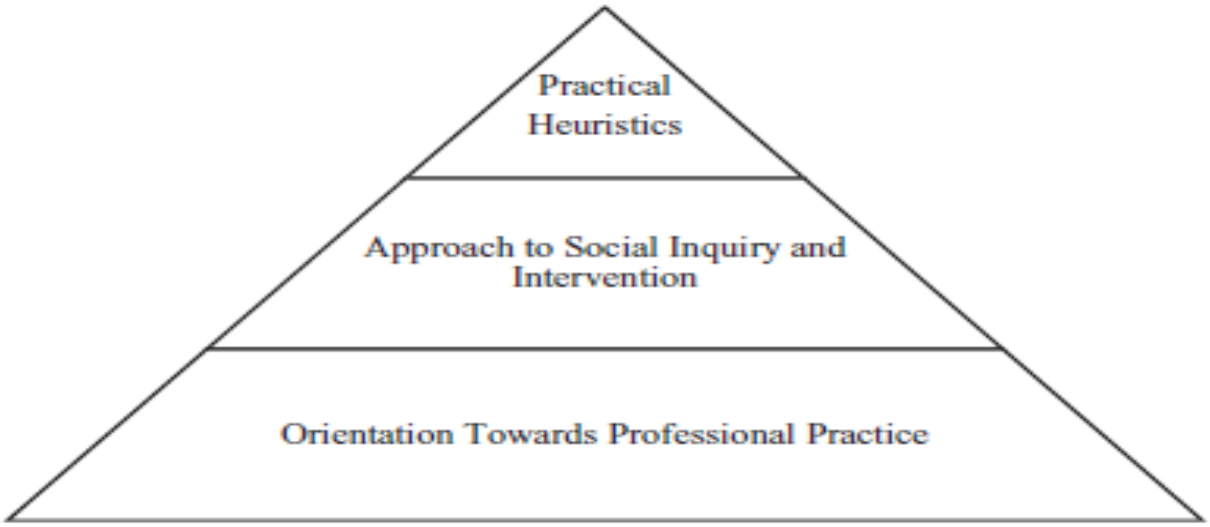
In addition, to counter the monological nature of applied research that was heavily reliant on experts while silencing the voices of the layman a dialectical form of systems thinking was

used (Ulrich, (1987; Ulrich, 2003). The former left the judgements made that were questionable (Ulrich, 1987). This was distinguishable from the original that West Churchman in the 1970s came up with, which was ambitious to understand the entire system (Reynolds, 2014). The argument here was that knowledge was saturated with expert views which ignored the layman/purported beneficiaries where most of the social problems we were trying to solve were. Therefore, to encourage dialogue instead of monologue and moved from problem-solving to learning and solution-oriented science. Ulrich argued that to be competent, we must ask the correct questions rather than rely on what we find from experts, which is more problem-solving than learning and solution-finding and questioning (Ulrich, 2003; Ulrich & Reynolds, 2010). Therefore, like Gates (2018), our research relied on CSH, which was synonymous with the critique argued by Ulrich. Therefore, we asked the correct questions to the purported beneficiaries of CSI initiatives in South Africa and learned and found solutions. According to Ulrich, CSH was the first to provide a bridge between philosophy and practicality in critical systems thinking.

Rightfully, Gates (2018) detailed the three dimensions briefly explained in our research to elucidate how to implement reflexivity when using CSH the way we did in our research. First, basic attitude, beliefs, or feelings towards professional practice. The whole argument here was based on accepting the partiality and selectivity of social enquiry. In our case, the social enquiry was the social impact of CSI initiatives in South Africa. Therefore, as professionals, we (i) viewed a particular area (social impact/or lack thereof) in a specific context (South Africa) instead of the total universe (CSI/CSR) with (ii) focus on specific people (communities/purported beneficiaries) over others (other stakeholders) (Ulrich & Reynolds, 2010). Therefore, partiality and selectivity were critically reflected and decisions made

transparently (Gates, 2018). Second, how we thought about social issues and interventions. An important distinction was (i) situations of interest which were social issues requiring comprehension or transformation and (ii) framing was the context within which such comprehension or transformation was made (Gates, 2018). Even though Gates distinguished between framing and reference systems, we used them synonymously because the distinction she made was inapplicable to our situation. After all, we were using CSH as our framing/reference system.

**Figure 10: Three dimensions of critical systems heuristics**




*Source:* Gates (2018)

Moreover, these framings were bounded by the 12 boundary judgements of the CSH-Q, provided limits within which various stakeholders operated (Ulrich & Reynolds, 2010; Gates, 2018). Lastly, practical heuristics guided critical reflexivity of bounded frames of situations of interest (Gates, 2018). These were used differently by professionals and purported beneficiaries of CSI initiatives. The former was for enquiry and consideration of boundaries and alternatives,

respectively and the latter was for contesting professionals and recommending options. Figure 10 shows the relationship argued here.

### 2.6.2 Valuing using Critical Systems Heuristics in CSI initiatives

This section elaborates further on the value judgements discussed in the preceding paragraphs related to the evaluation field because we submitted to defining social impact as the result produced by the planned interventions (in this case, CSI/CSR). These could be good or bad and intended or unintended. Therefore, we accepted the logic model from evaluation theory that elucidates the difference between outputs and impacts (Clark, Rosenweig, Long & Olsen, 2004; Serje, 2017). Ultimately, allowing us to apply the concepts - also missing - to the CSI literature in South Africa

The continuous debate about dealing with and providing value judgments and what agenda values and evaluations advanced was divided between two lines. Whether to focus on the unearthing the voices of the minority initiatives seek to help or prioritise public interest (Datta, 2011; Gates, 2018). The literature (i) was undecided on the selection and justification of judgments to be used as the gold standard (Julnes, 2012a; Gates, 2018). Additionally, (ii) evaluator and stakeholder contribution to valuing were blurry and (iii) contextualised valuing in evaluation was also murky (Julnes, 2012b, Patton, 2012; Gates, 2018). However, Gates (2018) also revealed the myriad of literature that emphasised being explicit in stating value judgments in evaluations. The American Evaluation Association (AEA) Guiding Principles echoed these sentiments for Evaluators.

The AEA was against the selectivity and partiality of using a single valuation method because this was a daunting task with too many variables (Morris, 2012). For this reason we did

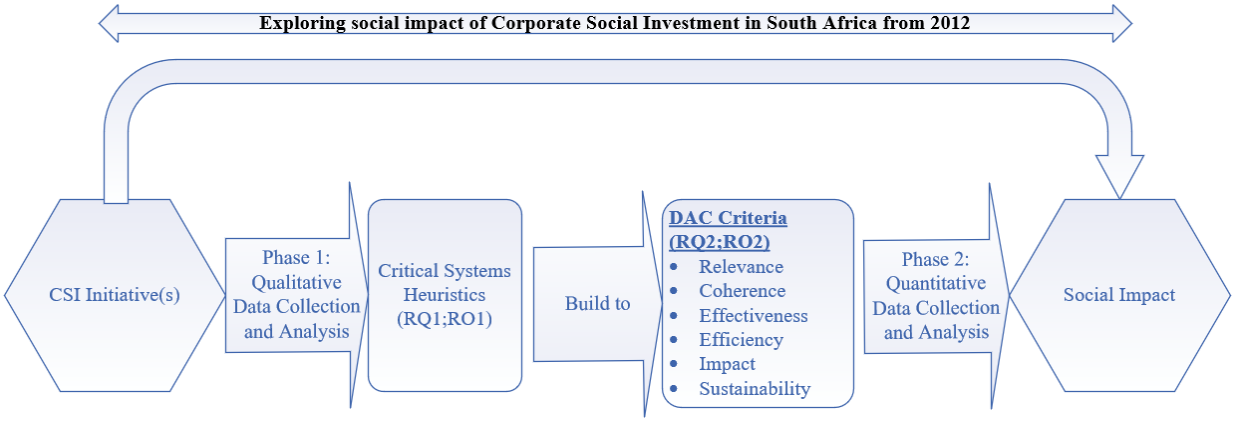
not prescribe CSH as the preferred valuation method but offered it as a method that was critical in its application and therefore allowed us justification for its use with accompanying worldly acceptable assumptions. However, reference was made to public sector issues in the Morris instance while our case was specific to CSI initiatives in South Africa. However, in contrast Morris (2012) submitted that multiple valuation perspectives provide a commendable way to solving social problems. Similarly, Julnes (2012a) argued that the purpose of evaluations of programmes, projects and policies was to ensure that the quality of these social issues was adequate in dealing with such social issues although clarity on determinants (values) lacks consensus. He argued of (i) prescriptive valuing which was based on traditions and (ii) descriptive stakeholder values as the two criteria for justification of valuing.

## 2.7 Conceptual Framework

To adequately apply the theoretical framework together with the previously discussed elements relevant for our research, we constructed a conceptual framework that showed the different parts that guided contextualisation of our research problem and questions (Rocco & Plakhotnik, 2009; Ravitch & Riggan, 2012; Imenda, 2014). The conceptual framework created for our research is illustrated in Figure 11. Qualitatively, the main research question (RQ1) and research objective one (RO1) were addressed using critical systems heuristics. Social impact was recognised as the change achieved from CSI initiative(s). The success of the CSI initiative(s) followed the reasoning provided by the DAC criteria. The reason for this was that it's the internationally accepted practice/criteria to evaluate interventions (in our case CSI/CSR), success (high quality) and unsuccessfulness (low quality) of projects, programmes, plans and policies

(Chianca, 2008; Teasdale, 2021; Patton, 2021). This addressed the research question two (RQ2) using quantitative methods to achieve research objective two (RO2).

**Figure 11: Conceptual Framework**




*Source:* Author

## 2.8 Conclusion

The chapter began by understanding CSI by explaining CSR and CSI's fundamental differences and accepting their interchangeable use within the South African context. After this, the chapter provided a contextual understanding of CSI in South Africa by detailing the history of South Africa. Next, a definition for social impact was provided and followed by an account of social impact measurement. In conclusion, the theoretical and conceptual frameworks were presented. The next chapter will describe the methodology applied for the research.

# 3. METHODOLOGY

## 3.1 Introduction

This chapter presents the approach and methodology adopted to conduct our research. It provides details of what the researcher did to explore the social impact of CSI in South Africa. By so doing, this allowed us to provide answers that addressed the problem statement and research questions. Also discussed in this chapter is the justification of the data collection and data analysis that was adopted for our research. The chapter ends with validity, reliability and ethical considerations.

## 3.2 Research Strategy

Our research approach is a mixed-methods approach to explore the social impact of CSI in South Africa. It is a research method that has been in practice since the 1950s and had gained momentum and popularity since 1980 (McKim, 2017). For our research, mixed-methods research used qualitative and quantitative research methods to collect and analyse data in a single research (Greene, 2006; Wisdom, Cavaleri, Onwuegbuzie & Green, 2012; Halcomb & Hickman, 2015; Almeida, 2018). The social impact of CSI in South Africa was a complex problem for which mixed-methods research was better situated to address than either quantitative or qualitative research methods on their own (Halcomb & Hickman, 2015; Almeida, 2018). Mixed-methods research drew on the strengths of qualitative and quantitative research. As a result, we unearthed novel theoretical perspectives and ameliorated the individual weaknesses of each method. In turn, this provided a more profound and comprehensive understanding of the social impact of CSI in South Africa (Wisdom, Cavaleri, Onwuegbuzie & Green, 2012; Scammon et

al., 2013; Venkatesh, Brown & Bala, 2013; Halcomb & Hickman, 2015; Venkatesh, Brown & Sullivan, 2016). However, because neither qualitative nor quantitative research methods were individually we do not delve into them as such as that is beyond the scope of our research.

Additionally, as Bryman (2006) advised we used mixed-methods for four other reasons. First, triangulation which increased our validity. Second, initiation, which sought novel viewpoints of frameworks and paradoxes. Third, expansion which utilised divergent inquiry methods for different components. ) Lastly, we gauged whether inferences made from a method are trustworthy through confirmation/corroboration.

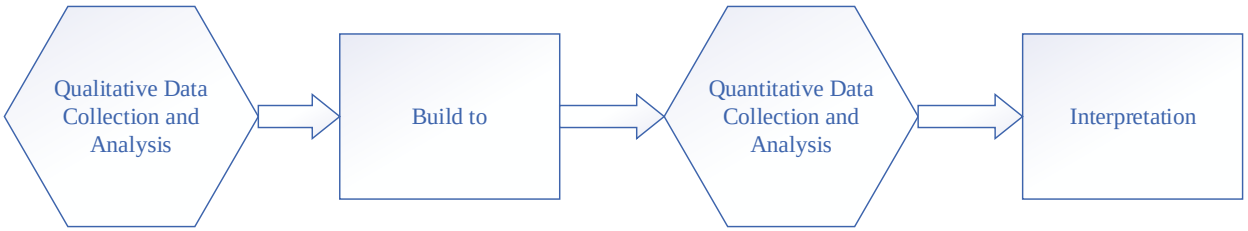
## 3.3 Research design and paradigm

Our research is an explorative sequential mixed-methods research of the social impact of CSI in South African. Figure 12 illustrates the selected research design. The qualitative data collection and analysis built-up to the quantitative data collection and analysis and the two were integrated at the interpretation and discussion of results stages (Venkatesh, Brown & Sullivan, 2016; Schoonenboom & Johnson, 2017; Almeida, 2018). The reason for this choice was that our research sought to explore the social impact of CSI in South Africa and therefore because it was exploratory, it was prudent to use this method (Venkatesh, Brown & Sullivan, 2016; Schoonenboom & Johnson, 2017; Almeida, 2018).

However, we acknowledged two other mixed-methods approaches that were beyond the scope of our research. Namely, the explanatory sequential mixed-methods and convergent/parallel mixed-method research approach. The explanatory sequential mixed-method research was identified as the opposite of the exploratory in that it began with collection and analysis of quantitative data. This was followed up with qualitative data collection and analysis

and the integration happened at interpretation and discussion of results (Venkatesh, Brown & Sullivan, 2016; Schoonenboom & Johnson, 2017; Almeida, 2018). However, the convergent/parallel mixed-method research approach entailed collection and analysis of both qualitative and quantitative data simultaneously where integration also happened at interpretation and discussion of results (Venkatesh, Brown & Sullivan, 2016; Schoonenboom & Johnson, 2017; Almeida, 2018).

**Figure 12: Exploratory Sequential Mixed-Method Approach**




*Source:* Adapted from literature by the Researcher (Venkatesh, Brown & Sullivan, 2016; Schoonenboom & Johnson, 2017; Almeida, 2018)

Explorative sequential mixed-methods referred to a two-phase research methodology that began with phase one being qualitative and phase two was the quantitative aspect of the research (Creswell, Klassen, Plano Clark & Smith, 2011; Creswell, 2012; Caruth, 2013). For example, even though we can got an in-depth understanding of the social impact of CSI in South Africa from using qualitative methods, the small sample sizes associated with it hinder us from generalising the results to the population. Additional justification for the selected method lied in the method's suitability to a complex and novel phenomenon with little to no theory or frameworks available, such as the social impact of CSI in South Africa (Almeida, 2018). Therefore, our emphasis was on the qualitative data and this was consistent with Halcomb and Hickman (2015). Halcomb and Hickman argued that an exploratory sequential method is best

suited in such circumstances. Therefore, as Creswell, Klassen, Plano Clark & Smith (2011) argued, the qualitative phase defined the unearthed variables, which were then confirmed to measure the social impact of CSI in South Africa by statistical tests during the quantitative phase.

The pragmatist paradigm allowed for an exploration of the social impact of CSI in South Africa as it addressed the research problem, achieved the research objectives and answered the research questions using qualitative and quantitative methods (Rossman & Wilson, 1994; Bryman, 2006; Schoonenboom, 2019). Such a shift in paradigm focus reduced the law-like and rigid nature of paradigms when dealing with complex social issues our research sought to address. In turn, this allowed for flexibility and shifted from the either-or stance purported otherwise (Christ, 2009; Christ 2013). Our research adopted the ontological what works view of reality forwarded by Christ (2013). Additionally, this school of thought provided knowledge (epistemology) that was more credible by combining and comparing the two methods in mixed-methods research. Thus, knowledge (epistemology) and reality (ontology) became a temporary solution that was presented in answering the practical problem for our research (Johnson & Onwuegbuzie, 2006; Shannon-Baker, 2016; Allmark & Machaczek, 2018). However, we acknowledge that there are other paradigms like positivism often associated with quantitative research and constructivism with qualitative research. Furthermore, we agreed that pragmatism the primary philosophy to use for our mixed-methods research (Gobo, 2023). Additionally, that “by using mixed methods, in order to build shared meanings and joint actions based on common communication and reciprocal persuasion, focusing on methodology and "research questions rather than metaphysical assumptions (Morgan, 2007, p.67; Gobo, 2023, p. 16)."

In summary, because we sought to explore the complex phenomenon of the social impact of CSI in South Africa, we found it prudent to use the pragmatist paradigm. Choosing this allowed for a detailed understanding of the complex phenomenon from diverse data collection and analysis methods.

## 3.4 Sampling

### 3.4.1 Qualitative phase

Purposive sampling was used together with snowballing and convenience for the purpose of our research. The importance of this method was that this phase of the study was significantly dependent on ensuring the accuracy of the people to be interviewed so that respondents were composed of only purported beneficiaries that were highly knowledgeable about the social impact of CSI in South Africa. Thus, agreeing to this, Neuman (2011) argued that qualitative researchers seek socially and contextually rich data that increase the researcher's knowledge of social life processes (here being the social impact of CSI in South Africa). Moreover, to get the rich, in-depth information suggested, it was imperative that those interviewed were relevant and adequately profiled and knowledgeable stakeholders in the social impact of CSI initiatives in South Africa.

Therefore, we interviewed 18 purported beneficiaries (Participant 1 – Participant 18) in Mpumalanga. They all were from an ECD Practitioner Training programme funded by company in the Financial Services Sector. The population was a list of purported beneficiaries that participated in the CSI initiative of 87. Furthermore, we interviewed 10 purported beneficiaries of a Business Mentorship Programme in the Western Cape (Participant 19 – Participant 28). These were funded from a different company in the Financial Services Sector. The population

for these was all the purported beneficiaries that went through the mentorship programme and our sample was convenient in that we only got to interview those that were available. The purported beneficiaries owned a diverse array of businesses. Lastly, we interviewed four participants in Gauteng (Participant 29 – Participant 32) and they all were from a Business Mentorship programme from a Financial Services company funded programme. However, this was a different company from the first 18 participants but the same as that which funded Participants 19 – Participant 28. Both companies were in the top five in the Financial Service industry. The composition of males and females was inherent in the CSI programmes and was not reflective of our preference of interview participants.

We targeted 30 participants in Mpumalanga alone initially, but we were no longer getting new data when we reached 18 interviews and therefore declared data saturation and stopped interviewing (Marshall, Cardon, Poddar & Fontenot, 2013: Boddy, 2016). Therefore, we changed locations for our research, until a total of 32 people were interviewed. We adapted the reasoning argued by Marshall, Cardon, Poddar & Fontenot (2013) and Boddy (2016) that 20-30 interviews were adequate for grounded theory research while 15-30 for case studies. Since 30 was the upper limit for both cases we used this as our target for our research for. The sampling was purposeful because it included only purported beneficiaries from CSI initiatives funded by companies in the Financial Services Sector that were familiar with CSI in South Africa. At the time the Financial Services Sector was the third highest contributor to the CSI spend and contributed 18% of the total spend on CSI in 2020 (Trialogue, 2020).

The reason for selecting the communities in which the CSI initiatives happened was that it ensured that the research went beyond the regular self-referencing reporting that has currently happened with the companies. The rationale was to secure rich insights from a diverse selection

of informants for a greater understanding. Snowballing was applied for time and budget constraints we incurred and where we were referred to relevant key informants in the subject matter and convenient in that only those available and willing to participate were reached at our ease considering the time and financial constraints.

### 3.4.2 Quantitative phase

#### 3.4.2.1 Sampling frame

The sample frame used was a collection of online panels relying on quota sampling methods, with a total population of 816 238 respondents that are formally employed in South Africa that consented and agreed to participate in research surveys. Quota sampling is a non-probability method used to select sub-populations using specific criteria and we used company size (Yang & Banamah, 2014; Etikan & Bala, 2017; Iliyasu & Etikan, 2021). Within that it was possible to filter on certain criteria to reach the desired audience. The filters used were geography (South Africa), industry (all), title (Director/Manager and other decision maker), participation in CSI/CSR programmes (unknown) and number of employees (Targeted as per quotas as described in section 3.5.2.2).

With the above-mentioned targeting implemented; the *total population that could be sampled* was estimated to be 32,974. However, the following incidence of the population of interest were unknown at the start of the study:

1. The number and characteristics of companies within this population that have CSI/CSR programmes.
2. The number of individual respondents that would be able to participate in the questionnaire based on their knowledge and participation in the CSI/CSI programmes.

These two factors could not be targeted prior to the survey being fielded and were therefore added as a screening that ensured that only the relevant respondents participated in our research. We had four other specifications for our sample that we considered. First, no personal identification information was collected. Second, the survey was device agnostic and could be completed on a mobile device, tablet or PC/laptop. Third, duplicates were not allowed (i.e. respondents could not attempt to take the survey more than once). Lastly, project-specific redirect links were used (every survey had a unique identifier to prevent respondents from being registered as a complete without taking the survey, providing better security and quality.

#### 3.4.2.2 Quotas

We defined the target population and screening respondents as per above which was a benefit that was not always possible in online research (Lefever, Dal & Matthíasdóttir, 2007). Having this information meant that a targeted approach was used to find respondents. However, it was also critical to ensure that the sample reflected the composition of South African businesses. This was normally done by imposing quotas on corpo-graphics, typically firm size. Since a complete list of businesses in South Africa with CSI/CSR programmes was not obtainable and it was unknown what the population of firms with CSI/CSR programmes was, a spread of company sizes was targeted to reflect the composition of South African firms in general.

For our research it was agreed that company size was the best corpo-graphic variable to use, especially since it was targeted on the panels. However, very little data existed on South African company size distribution. Previous experience in the B2B sector and data on the formal sector from Orbis data (https://www.bvdinfo.com/en-gb/) suggested a proportional split as shown in Table 1.

**Table 1: Breakdown of sample quotas**

| | Targeted | | Achieved | |
|---|---|---|---|---|
| **Company size** | **N=** | **%** | **N=** | **%** |
| Less than 50 | 38 | 10% | 45 | 11% |
| 50 – 100 | 38 | 10% | 51 | 12% |
| 101 – 500 | 58 | 15% | 67 | 16% |
| 501 – 1000 | 154 | 40% | 150 | 35% |
| 1001 – 5000 | 77 | 20% | 85 | 20% |
| Greater than 5000 | 20 | 5% | 29 | 6% |
| **Total** | **385** | **100%** | **427** | **100%** |

*Source*: Researcher

The net result was the study is more focused on larger organisations (compared to the distribution of company sizes in South Africa) with the assumption that larger companies are more likely to have a CSI/CSR programme and ensuring a spread across the different corpo-graphics. Contact Records & Sample Yield is broken down into Total population after targeting: 32 974. Invitations sent: 28 889. Responses received: 4 237. Data that was screened out total: 3 810 (Not all questions were answered: 1 241; No consent given: 2 560; Contradicting demographics: 9). The final dataset was 427 completes.

We used the (i) margin of error = 5%, (ii) confidence level = 95% and (iii) variance of the population P = 50% which are accepted conditions to estimate the minimum sample size for populations of different sizes (Singh & Masuku, 2013; Taherdoost, 2016; Taherdoost, 2017). Our population according to the literature required us to get 384 responses (sample size) and we managed to get 427 responses as our sample size, which was more and accepted.

## 3.5 Data collection

### 3.5.1 Qualitative phase

Primary data were collected using semi-structured interviews with 32 key informants. We ensured that questions were open-ended and not leading (Creswell, 2003). The open-ended semi-structured interview schedule that was used to interview key informants allowed us three things. First, we changed the sequence of questioning according to the responses provided by the key informants. Second, we used flexibility and changed the questions asked when the key informants took a different direction to that of the semi-structured interview schedule. Lastly, we probed the key informants for deeper meaning or expansion of answers. Semi-structured interview guides allowed the researcher to probe more resulting in the interview producing in-depth knowledge of the research problem (Adams, 2015).

As stated in the previous chapters, the semi-structured interview schedule were drafted thematically and included the research themes according to the research questions and objectives that guided our research. On the whole, we got a deeper understanding of the social impact of CSI and made the interview process flow naturally. Additionally, where a particular key informant required us, we changed the questions asked. We asked similar questions to subsequent key informants interviewed. Lastly, additional questions were added to the semi-structured interview schedule and gathered information. No factors that may cause confounding, mediating or moderation were found.

To facilitate a smoother flow of the interviews, we asked the key informants to sign consent forms that allowed us to record the interviews. Besides that, recording enabled us to be better engaged with the key informants and allowed us to probe more appropriately and be

engaged with the key informants. This also gave the key informants comfort as they elaborated and provided more profound responses that add greater depth to our research. Additionally, we facilitated smoother flow of the interview process by allowing a translator to relay questions and responses to the participants and us respectively. The translator was trained to keep her own interpretations out of the interview process by translating verbatim and this ensured the in-depth expressions of the participants were captured accurately. Also, the translator signed a non-disclosure agreement before being assigned the task. However, this was only necessary for the rural sample of 18 participants in Mpumalanga and was not necessary for the urban sample of 14 in Gauteng and Western Cape as they understood English better.

### 3.5.2 Quantitative phase

A self-completion survey questionnaire was developed guided more by the literature but using the data collected from the qualitative phase to collect the numeric data required for the quantitative phase (Wagner, Kawulich & Garner, 2012; and Bryman, 2016). Following the description of our research paradigm, the survey questionnaire was designed and allowed us to address the problem statement and respond to the pertinent research question. The rationale provided here was consistent with Bryman's (2016), who pointed out that data could be collected that did not answer the research questions if the research questions were not the epicentre of the development of the data collection instrument. In our research, they revolved around the social impact of CSI in South Africa.

After initial fielding, the survey was paused in field and we conducted data checks. As a result of the data checks, an additional screener question was introduced that ensured respondents were filtered more efficiently. This was done as a blind screener (i.e. potential

respondents were unaware of the screening criteria or topic of the survey). The screener question "Does your organisation conduct CSI initiatives?" was moved to the start of the survey. An additional screener question "Which of the following best represents your role and area of responsibility in your organisation?" was added after the initial fieldwork paused for focused targeting. The survey was fielded in English only, standard practice for B2B respondents and in line with the demographics of respondents required. The average time it took to answer the complete survey was 570.66 seconds.

The expected incidence of CSI professionals in South Africa was expected to be low and multiple panels were engaged simultaneously to maximise the reach of the survey. This necessitated careful screening due to the large number of invitations that were expected to be sent out. Specific quotas were placed on company size and ensured a spread that was reflective of South African businesses with a focus on larger size organisations that were more likely to engage in a CSI programme.

## 3.6 Data analysis

### 3.6.1 Qualitative phase

We first transcribed the recordings from the interviews (consent was requested to record). The transcriptions became the documents with the data that we collected from the different locations around the country that we performed our analysis on and referred to in Figure 3. After this, we then used deductive methods to code our transcripts using the top-down approach prescribed by our theoretical framework which was critical systems heuristics (Kulatunga, Amaratunga & Haigh, 2007: Pearse, 2019; Merriman, Plant, Revell & Stanton, 2021). However, we adapted the definitions provided in the literature on critical systems heuristics as detailed in

Chapter 2 (section 2.6) to define our themes and sub-themes (Azungah, 2018: Willson, 2019: Yang et al., 2022). Therefore, our themes were the four sources of influence, namely, source of motivation, source of power, source of knowledge and sources of legitimacy. We used the 12 boundary judgements for these sources of influence as our sub-themes. Each source of influence had three boundary judgements and these were defined by the responses to the question for each boundary judgement. For example, the source of influence for motivation has beneficiaries, purpose and measure of improvement as the boundary judgements and our themes in our research. The answer to the question on the beneficiary for example were used to describe findings of each theme. In this case. it was "who is/ought to be the beneficiary of the CSI initiative?" We then grouped the responses into the theoretical framework driven sub-themes in the interview schedules (Bryman, 2016). Refer to Table 2 below for a full example using just one source of influence. One of the purposes of this was to seek out new themes outside the conceptual framework as described in the opening paragraph of this section (data analysis). Again, new themes were grouped and contributed to the work sorted out by this research. Finally, we compared the data collected from the interviews and what the literature revealed, making the connections (if any). This then allowed the researcher to discuss these connections in chapter five.

**Table 2: Example of top-down coding based on theoretical framework**

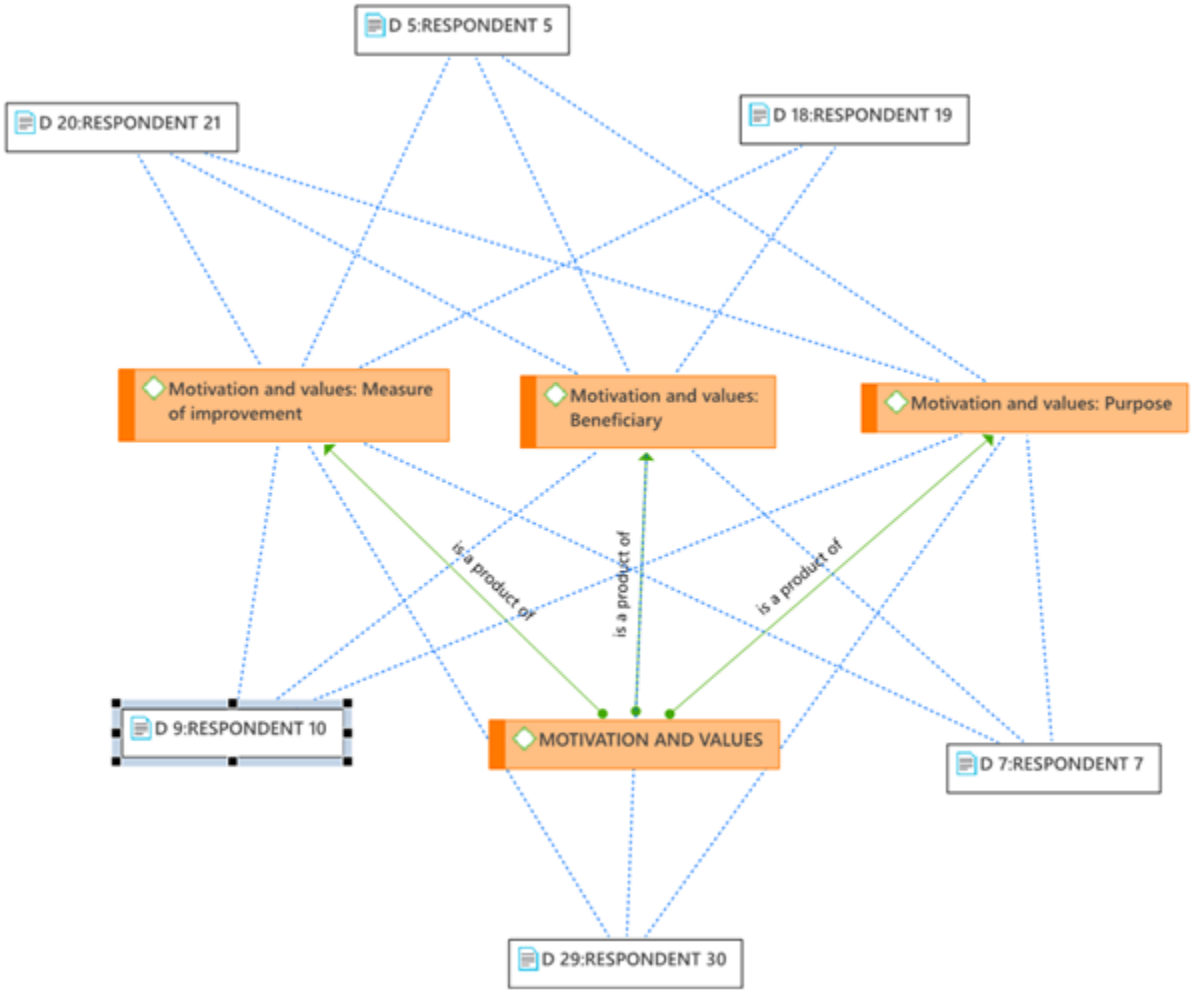
| Theme (Source of influence) | Sub - Theme (Boundary judgement) | Findings of codes |
|---|---|---|
| **Motivation** | Beneficiary | Who is/should be the intended beneficiary of the CSI initiative(s)? |
| | Purpose | What is/should be the purpose of CSI initiative(s)? |

| | | |
|---|---|---|
| | Measure of improvement | What is/should be the measure of success of the CSI initiative(s)? |

*Source*: Researcher

We used ATLAS.ti 9.1.3.0 Multilingual qualitative research software to perform the data analysis. We conducted coding, which Creswell (2012, p. 184) defines as "involves aggregating the text or visual data into small categories of information, seeking evidence for the code from different databases being used in the study". Following this, our lessons were highlighted by applying their analytical skills to condense the data to reconstruct text (Denzin & Lincoln, 2005). An adaptation of McMillan and Schumacher (2014) of how data was analysed is shown below in Additionally, an example of a network diagram derived from Atlas.ti during the analysis is provided in Figure 13. Using the software allowed us to colour code quotes from the data that had the same views and to make distinctions with those that had different views for interpretation of our results.

**Figure 13:Example of network diagram**

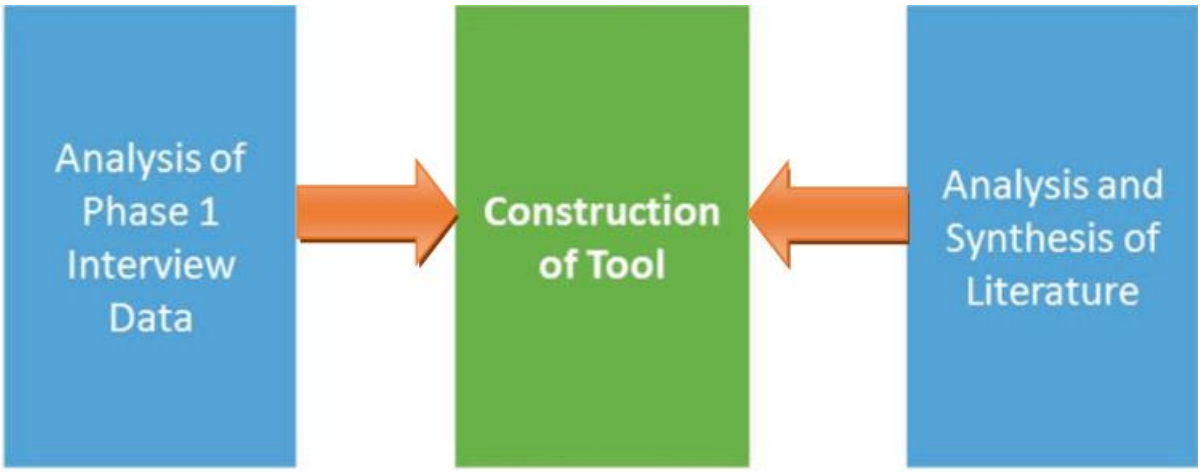



*Source:* Atlas.ti

Before the quantitative phase of our research, we interrogated our data to integrate and design the quantitative phase (Creswell & Creswell, 2018). We paid attention to the responses and used them to identify things that could shape up the quantitative phase as Creswell &Creswell (2018, p. 307) argued that " pay careful attention to the qualitative data analysis steps and determine what findings to build on". For example, we identified sustainability as a building block when the data mentioned that participation in the CSI initiatives changed the way the

participants in the CSI initiative think but they were unable to continue with their businesses once the initiative ended. After this, we engaged literature on how best to measure the social impact of CSI in South Africa and ensured this answered our research questions and addressed our research objectives. The result of this engagement were the DAC criteria detailed in Chapter 2 (section 2.5) was the best to go about the enquiry of CSI initiatives in South Africa in the quantitative phase. We then developed a measurement instrument from the qualitative phase as a way to integrate the two as argued by Creswell & Creswell (2018) and Grech & Grech, (2021). However, the interpretation was separate as the data sets were different for the qualitative and quantitative phases (Creswell & Creswell, 2018: Grech & Grech, 2021). Figure 14 below is a framework we used to develop our quantitative instrument. As Creswell (2015) and Clark & Watson (2016) argued we did not rely on only the data from our qualitative phase to develop our quantitative instrument. We also relied on the literature and this triangulation of data sources allowed us to use relevant knowledge bases for how best to go about the quantitative phase (Grech & Grech, 2021).

**Figure 14: Qualitative to quantitative data conversion framework (integration of qualitative and quantitative phase)**




*Source*: Adaption by Researcher (Grech & Grech, 2021)

### 3.6.2 Quantitative phase

We used the IBM Statistical Package for Social Sciences software 25 (SPSS 25) to perform statistical analysis. To start the statistical tests, the researcher began by cleaning up the data to ensure only useable data remained as described in section 3.5.2.2. Then, we performed descriptive statistics for the data that related to the question like demographics and company profiles. We then started our inferential statistics analysis by testing assumptions for multiple linear regression analysis. We did this by performing a multicollinearity test using the variance inflation factor (VIF) and the tolerance statistic for the independent variables (Kline, 1998; Tabachnick & Fidell, 2000). The VIF was less than ten and the tolerance was above 0.1, this indicated there was no severe problem in our model regarding multicollinearity (Field, 2018). Additionally, there were no outliers found and therefore we did not need to any from the analysis because their absence did not cause a poor model fit (Tabachnick & Fidell, 2000). Typically, the process for screening data will include (i) linearity and homoscedasticity, (ii) missing data information, (iii) singularity and multicollinearity and (iv) descriptive statistics for every variable. All these tests were performed. Next, the equation for a multiple regression analysis was used to define the relationship of the dependent variable with its independent variables. By so doing this helped us to answer our second research question and address our second research objective. Next, the overall model fit was determined by the coefficient of determination ($R^{2)}$, describing the variation in the criterion defined by the independent variables. Finally, the significance of the overall model was measured using an F-statistic. All these were generated from SPSS.

Furthermore, multivariate normality, homogeneity of variances and linearity are the underlying assumptions of discriminant analysis. For this reason, it becomes critical to perform

data screening initially. Reality is distorted with data that fails to conform to these assumptions. Therefore, we ensured there was conformity of the assumptions in our research.

## 3.7 Validity and reliability

### 3.7.1 Qualitative phase

#### 3.7.1.1 Credibility

We ensured credibility by ensuring all quotations from reviewed documentation were made available to allow verification of information of the proposed study to correct errors of facts and interpretation detailing any inaccuracies in the researcher's research (Simon, 2011; Bryman, 2016).

#### 3.7.1.2 Dependability

This referred to our audit approach for other researchers to audit the rigour and interpretations of our research. In addition, we provided details of the research methodology stating any anomalies and mitigations (Wagner, Kawulich & Garner, 2012; Hammarberg, Kirkman, & de Lacey, 2016).

#### 3.7.1.3 Conformability

In conducting the primary data collection, our values or theoretical frameworks did not influence the findings overtly and were separately documented from those expressing the findings in the literature (Noble & Smith, 2015). Additionally, Noble and Smith (2015) argued a research diary be kept detailing challenges and issues and methods used to maintain the coherence of the aim of the study, design, and methods to be used. Therefore, a diary was kept in

our case and we used it to troubleshoot, understand challenging concepts and methodology as well as organise our thoughts throughout the research process.

### 3.7.2 Quantitative phase

#### 3.7.2.1 Validity

In Chapter 2 (section 2.5) we detailed the development of the DAC criteria as an acceptable measure for social impact of development initiatives. Our research sought out to find out the social impact of corporate social investment (CSI) initiatives in South Africa and the quantitative phase was answering what was the relationship between social impact and CSI initiatives. Without doubt, CSI initiatives were indeed development initiatives as discussed in Chapter 1 (section 1.1 ) and Chapter 2 (section 2.2). As Hellmut W. Eggers (2009, p. 117-118) puts it "The approach, and more particularly its "Basic Format," (BF) were conceived on the basis of the relevant documentation of *all of the members of the DAC.* This meant that it was based on thousands of years of experience, counted in "expert-years." Dr Hellmut was the former head of the Evaluation Division of the EU Commission's Directorate General for Development and was heavily involved in the formation of the DAC criteria for evaluation of development initiatives.

Therefore, according to Bolarinwa (2015), Heale & Twycross (2015) as well as Taherdoost (2016), face validity was a subset of content validity which were the expert opinion on what an instrument was measuring and the cover the instrument has on measuring the construct it was supposed to measure respectively. The quotation in the preceding paragraph was a typical example of what Heal & Twycross (2015) are referring to and therefore we accepted the instrument on this basis. Additionally, Eggers (2009) assures the content validity, which was the

scales measuring what they were supposed to measure when he mentions that the development of the criteria was based on the Basic Format of the Project Cycle Management which ensured the resulting criteria achieved this. The criteria were revoted as the best for measuring the success of development initiatives when reviewed in 2018. However, because they were developed as a qualitative instrument, we will test the reliability using the Cronbach's Alpha having used it on a Likert scale for our studies. As Salkind (2010) rightfully put it we could not have validity without reliability.

#### 3.7.2.2 Reliability

The literature (Salkind, 2010; Bolarinwa, 2015, Heale & Twycross, 2015; Taherdoost, 2016; Field, 2018) agreed that the Cronbach's Alpha (α) was the most used test for internal consistency reliability and this was what we used to measure the reliability of our instrument. The results of our reliability tests are now shown below for all the variables used in our regression analysis. Bearing in mind that the reliability was affected by the number of items in the variable, we kept in line with the literature and decided that to accept an $\alpha > .8$ and considered the items to be measuring the variable for which they intended to be measuring (Vaske, Beaman & Sponarski, 2017; Ekolu & Quainoo, 2019; Adeniran, 2019; Barbera, Naibert, Komperda & Pentecost, 2020). We also accepted that the *Corrected Item-Total Correlation* was >.3 for each item in the variable otherwise that would have signalled issues (Field, 2018).

We ran the test for relevance and the $\alpha = .877$. Our acceptance criteria were met and therefore, we concluded that this was an indication of good reliability. We then referred to Table 3 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described relevance and we saw that all the items correlated nicely with the scale overall and there were no items dropped. All the *Cronbach's Alpha if Item Deleted* were below the total reliability value and

therefore did not add to the reliability of the relevance variable if they were deleted which indicated a positive contribution to the overall reliability of relevance.

**Table 3: Relevance Item-Total Statistics**

| Item-Total Statistics | | | | | |
|---|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| Relevance - 13. The CSI initiative(s) are designed in ways that respond to the needs and priorities of all genders. | 12.00 | 8.427 | .767 | .595 | .829 |
| Relevance - 14. Our CSI initiative(s) unequivocally reflect the rights of persons of all genders. | 12.10 | 9.053 | .717 | .525 | .849 |
| Relevance - 15. Our CSI initiative(s) include feedback from diverse local stakeholders, including marginalised groups. | 12.13 | 9.444 | .689 | .485 | .859 |
| Relevance - 16. Our CSI initiatives meet the practical and strategic needs of all genders. | 11.98 | 8.871 | .767 | .591 | .830 |

*Source:* Primary Data

We ran the test for coherence and the $\alpha = .911$. It met our acceptance criteria and therefore, we concluded that indicated good reliability. We then referred to Table 4 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described coherence. All the items correlated nicely with the scale overall and no items were dropped. All the *Cronbach's Alpha if Item Deleted* were below the total reliability value and therefore did not add to the reliability of the coherence variable if they were deleted which indicated a positive contribution to the overall reliability of coherence.

**Table 4: Coherence Item-Total Statistics**

| Item-Total Statistics | | | | | |
|---|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| Coherence - 17. Our CSI initiative(s) design, delivery and results are unequivocally coherent with international laws. | 23.55 | 31.863 | .721 | .536 | .898 |
| Coherence - 18. Our CSI initiative(s) design, delivery and results are unequivocally commitmented to gender equality and rights, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), | 23.49 | 31.358 | .744 | .564 | .896 |
| Coherence - 19. Our CSI initiative(s) design, delivery and results are unequivocally committed to the Beijing Declaration and Platform for Action. | 23.69 | 32.260 | .645 | .487 | .907 |
| Coherence - 20. Our CSI initiative(s) design, delivery, and results have unequivocally committed to the International Conference on Population and Development Programme of Action. | 23.57 | 31.457 | .749 | .583 | .895 |
| Coherence - 21. Our CSI initiative(s) design, delivery and results are unequivocally committed to the 2030 Agenda. | 23.43 | 31.654 | .734 | .543 | .897 |

| | | | | | |
|---|---|---|---|---|---|
| Coherence - 22. The organisation's CSI initiatives support entirely national legislation that aims to improve gender equality and human rights. | 23.31 | 31.208 | .754 | .677 | .895 |
| Coherence - 23. The organisation's CSI initiatives support entirely initiatives that aim to improve gender equality and human rights. | 23.27 | 31.190 | .763 | .675 | .894 |

*Source:* Primary Data

We ran the test for effectiveness and the $\alpha = .905$. It met our acceptance criteria and therefore, we concluded that indicated good reliability. We then referred to Table 5 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described effectiveness. We saw that all the items correlated nicely with the scale overall and there were no items dropped. All the *Cronbach's Alpha if Item Deleted* were below the total reliability value and therefore did not add to the reliability of the effectiveness variable if they were deleted which indicated a positive contribution to the overall reliability of effectiveness.

**Table 5: Effectiveness Item-Total Statistics**

| Item-Total Statistics | | | | | |
|---|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| Effectiveness - 24. CSI intervention(s) achieved the objectives and expected results in ways that contribute to gender equality. | 19.74 | 21.600 | .781 | .631 | .881 |

| | | | | | |
|---|---|---|---|---|---|
| Effectiveness - 25. CSI's theory of change is entirely informed by analysis of gender equality, political economy analysis and human rights. | 19.80 | 21.834 | .738 | .581 | .888 |
| Effectiveness - 26. CSI's results framework is entirely informed by analysis of gender equality, political economy analysis and human rights. | 19.81 | 21.621 | .746 | .569 | .886 |
| Effectiveness - 27. Our CSI had differential results for different people. | 19.82 | 22.755 | .634 | .415 | .903 |
| Effectiveness - 28. Our CSI efforts had sufficient monitoring and analysis of differential effects. | 19.76 | 21.894 | .756 | .593 | .885 |
| Effectiveness - 29. We adjusted our CSI intervention to address any concerns and maximise effectiveness. | 19.72 | 21.649 | .774 | .617 | .882 |

*Source:* Primary Data

We ran the test for efficiency and the $\alpha = .872$. It met our acceptance criteria and therefore, we concluded that indicated good reliability. We then referred to Table 6 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described efficiency. All the items correlated nicely with the scale overall and there were no items dropped. All the *Cronbach's Alpha if Item Deleted* were below the total reliability value and therefore did not add to the reliability of the efficiency variable if they were deleted which indicated a positive contribution to the overall reliability of efficiency.

**Table 6: Efficiency Item-Total Statistics**

| Item-Total Statistics |
|---|

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|
| Efficiency - 30. Our CSI has different resources allocated in ways that considered gender equality. | 8.01 | 4.178 | .759 | .580 | .815 |
| Efficiency - 31. Our CSI differential resource allocation is appropriate. | 8.00 | 4.397 | .770 | .594 | .806 |
| Efficiency - 32. Our CSI investment costs per person targeted meet the differentiated needs of people of different genders. | 8.08 | 4.357 | .735 | .541 | .837 |

*Source:* Primary Data

We ran the test for impact and the α = .863. It met our acceptance criteria and therefore, we concluded that indicated good reliability. We then referred to Table 7 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described impact. All the items correlated nicely with the scale overall and there were no items dropped. All the *Cronbach's Alpha if Item Deleted* were below the total reliability value and therefore did not add to the reliability of the impact variable if they were deleted which indicated a positive contribution to the overall reliability of impact.

**Table 7: Impact Item-Total Statistics**

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|
| Impact - 33. There were equal impacts for different genders in our CSI initiative(s). | 15.27 | 14.143 | .611 | .406 | .852 |

| | | | | | |
|---|---|---|---|---|---|
| Impact - 34. There were gender-related differences in engagement, experience and impacts in our CSI initiative(s). | 15.38 | 14.127 | .632 | .436 | .846 |
| Impact - 35. Gender-related impacts of our CSI initiative(s) intersect with other social barriers, including race/ethnicity, disability, age and sexual orientation, to contribute to differential experiences and outcomes. | 15.33 | 13.244 | .747 | .572 | .817 |
| Impact - 36. Gendered norms and barriers within the broader political, economic, religious, legislative and socio-cultural environment impacted outcomes of our CSI initiative(s). | 15.36 | 13.527 | .709 | .512 | .827 |
| Impact - 37. The impacts of our CSI initiative(s) has contributed to equal power relations between people of different genders and to changing social norms and systems. | 15.26 | 13.845 | .715 | .537 | .826 |

*Source:* Primary Data

We ran the test for sustainability and the α = .888. It met our acceptance criteria and therefore, we concluded that indicated good reliability. We then referred to Table 8 to see if our *Corrected Item-Total Correlation* were >.3 for each item that described sustainability. All the items correlated nicely with the scale overall and there were no items dropped. All but one of the *Cronbach's Alpha if Item Deleted* were below the total reliability value. However, the item "sustainability – 39" showed if deleted would improve the reliability α = .888 to α = .889. We decided since the reliability was already good and there were five items in the scale we would

leave this item in and not delete it. Therefore, the reliability of the sustainability variable items would not change much any of the items were deleted which indicated a positive contribution to the overall reliability of sustainability.

**Table 8: Sustainability Item-Total Statistics**

| Item-Total Statistics | | | | | |
|---|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| Sustainability - 38. Our CSI intervention(s) contributed to greater gender equality within broader legal, political, economic and social systems. | 15.59 | 14.703 | .737 | .550 | .861 |
| Sustainability - 39. Our CSI initiative(s) resulted in enduring changes to social norms that are harmful to people of all or some genders. | 15.75 | 14.783 | .625 | .397 | .889 |
| Sustainability - 40. The achievements in gender equality will persist after the conclusion of our CSI intervention. | 15.64 | 14.615 | .763 | .593 | .855 |
| Sustainability - 41. Processes of our CSI initiative(s) have contributed to sustaining these benefits. | 15.64 | 14.522 | .801 | .657 | .847 |
| Sustainability - 42. We have set up mechanisms to support gender equality in the longer term of our CSI initiative(s). | 15.59 | 14.618 | .727 | .558 | .863 |

*Source:* Primary Data

## 3.8 Limitations

### 3.8.1 Qualitative phase

The first was that the literature engaged in this research was limited to literature written in English. A mixed-method approach was timely and costly to implement. However, our philosophical underpinning (Pragmatism) provided a solution and us to complete our research in a shorter time. Our study sought to explore the social impact of CSI in South Africa. However, we did not evaluate it using any metrics. Lastly, we anticipated that the pandemic could influence the research outcomes. However, this was not the case and the pandemic restrictions that had been imposed at the time of proposal were uplifted at the time of the research. Therefore, we were able to conduct our research without restrictions.

### 3.8.2 Quantitative phase

The main limitations of the were those common to online self-completes and the data collection mode. To be precise, the selection bias and not being able to define the population (Wright, (2017; Evans & Mathur, 2018). For example, (i) self-selection where Respondents with certain biases could enter themselves into the survey. However, we mitigated this by screening respondents and not introducing the theme of the study until respondents were successfully screened. A huge challenge with online research is population description which we managed to do as described in the sampling section above. Lastly, we cleaned the data as described in the data collection section above for us to mitigate the challenge of data quality.

## 3.9 Ethics

No vulnerable groups took part in our research. All interviews got consent forms signed by the participants. No interviews were recorded without the consent of the interviewee. All consent was in writing. Anonymity and confidentiality were considered to utmost priority where possible. No data from our research were used elsewhere for other purposes other than that set initially. However, we were granted permission from participants to use data collected for other publications from this research. All supporting documentation was submitted with the final report, including recordings. The Singapore statement on ethics and research was what the University of Witwatersrand adhered to and our research was conducted within the boundaries of this statement. No data collected were accessible to third parties and were password locked on our laptop and a fail-safe backup was stored on google drive to ensure data were not lost.

## 3.10 Conclusion

In this chapter, we elaborated on the research strategy, research design and paradigm, data collection, the sampling and how data was analysed, outlining the research's validity and reliability. The chapter ended with the limitations and ethical considerations. The next chapter presents the results of the research.

# 4. PRESENTATION OF RESULTS

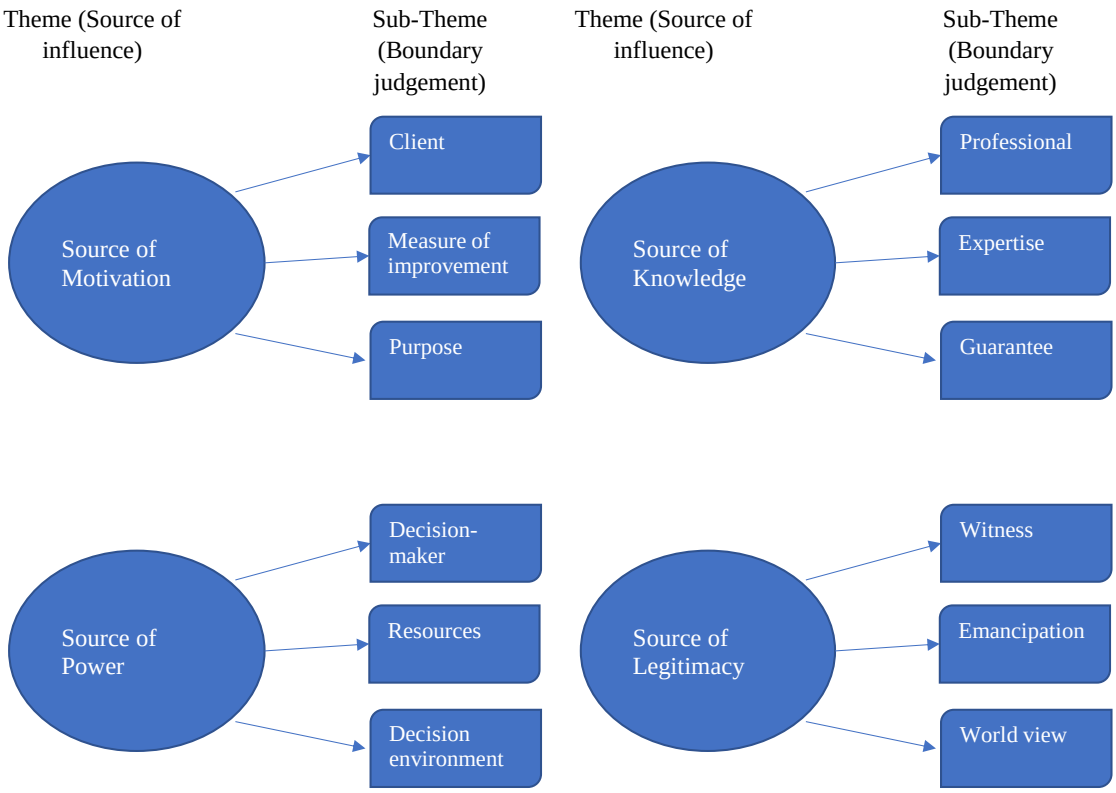
## 4.1 Introduction

The purpose of our research was to explore the social impact of CSI in South Africa as set out in Chapter 1. In the current chapter we presented the results of the two phases of our exploratory sequential mixed-methods research as described in Chapter 3 (section 3.3). We started by presenting the results of phase one of our research which answered our first research question which was what the social impact of CSI is in South Africa. This section of the chapter was organised according to the sequential logic offered by the theoretical framework, CSH, to present evidence deduced from the interview schedules. Phase two presented the quantitative data from the research questionnaire and answered our second research question what the relationship between social impact (dependant variable) and CSI/CSR (independent variable) was, if any. However, the use of the theoretical framework was elaborated clearly in Chapter 2 (section 2.4) with the hope that by answering the identified questions of each analytical theme, consequently answered the research questions and ultimately the research problem and the study achieved the research objectives.

The coding detailed in Chapter 3 (section 3.6.1) resulted in the themes (sources of influence) and the sub-themes (boundary judgements) illustrated in Figure 15. Each theme has three sub-themes that will be presented and analysed. We used this to present the results for phase one of our research. The themes were guided by the theoretical framework for our research critical systems heuristics. Therefore, it was done deductively using the top-down approach. The resulting themes and sub-themes are illustrated in Figure 15. Therefore, the main findings are the four themes source of motivation, source of power, source of knowledge and source of

legitimacy. However, these are elaborated on with the analysis of the three sub-themes for each of these key findings.

**Figure 15: Themes deducted from the theoretical framework**




*Source*: Researcher's adaptation of Ulrich (2000)

However, before we engaged in the aforementioned presentation and analysis of results we provided a reminder of the make-up of our sample, which is detailed in Chapter 3 (section 3.4.1). Our first group of participants were Participants 1 – Participant 18 who were interviewed in Mpumalanga. They all were from an ECD Practitioner Training programme funded by a company in the Financial Services industry. Additionally, Participant 19 – Participant 28 were interviewed in the Western Cape from a Business Mentorship Programme funded by a different company in the Financial Services industry. Lastly, Participant 29 – Participant 32 were

interviewed in Gauteng. They all were from a Business Mentorship Programme funded by the same company that funded the CSI initiative of Participant 19 - Participant 28 in the Financial Services industry . Furthermore, both the companies in the Financial Services industry are within the top five companies in that industry. All our participants were adult youth (Age 18 – 35) as defined the African Union (2006)[5] as shown in Table 9.

**Table 9: Summary of interview participants**

| ID | GENDER | OCCUPATION | CSI INITIATIVE |
|---|---|---|---|
| Participant 1 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 2 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 3 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 4 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 5 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 6 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 7 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 8 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 9 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 10 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 11 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 12 | Woman | ECD Practitioner | ECD Practitioner Training |

[5] For further reading http://www.africa-union.org/root/ua/conferences/mai/hrst/charter%20english.pdf and the South African Government. (2019). National Youth Policy 2020-2030. Retrieved from https://www.gov.za/sites/default/files/gcis_document/202103/nationalyouthpolicy.pdf

| | | | |
|---|---|---|---|
| Participant 13 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 14 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 15 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 16 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 17 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 18 | Woman | ECD Practitioner | ECD Practitioner Training |
| Participant 19 | Woman | Small Business Owner | Business Mentorship |
| Participant 20 | Man | Small Business Owner | Business Mentorship |
| Participant 21 | Woman | Small Business Owner | Business Mentorship |
| Participant 22 | Man | Small Business Owner | Business Mentorship |
| Participant 23 | Man | Small Business Owner | Business Mentorship |
| Participant 24 | Woman | Small Business Owner | Business Mentorship |
| Participant 25 | Woman | Small Business Owner | Business Mentorship |
| Participant 26 | Woman | Small Business Owner | Business Mentorship |
| Participant 27 | Man | Small Business Owner | Business Mentorship |
| Participant 28 | Woman | Small Business Owner | Business Mentorship |
| Participant 29 | Woman | Small Business Owner | Business Mentorship |
| Participant 30 | Man | Small Business Owner | Business Mentorship |
| Participant 31 | Woman | Small Business Owner | Business Mentorship |
| Participant 32 | Woman | Small Business Owner | Business Mentorship |

# Phase 1: Qualitative Data Presentation

## 4.2 Motivation and Values

There is an alignment that the source of motivation for conducting the CSI initiative should be centred around the purported beneficiaries. With this focal point, interventions can be

designed so that the purpose of the CSI initiative is for the purported beneficiaries and accepted by the intended beneficiaries. This is highlighted by the following discussion on the sub-themes as shown in Figure 15 above.

### 4.2.1 Beneficiary

There were consistencies in the normative (who should) and the empirical (who is) when it came to the intended beneficiary of the CSI initiative. For example, Participant 9 and Participant 10 noted the students that were taught by the teachers that go through the CSI initiative were and should be the intended beneficiaries. For example Participant 10 responded *"It's the children and the community"*. Similarly, Participant 16, Participant 17 and Participant 18 also noted that they, as the teachers who participated in the CSI initiative together with the children they taught after that, were and should be the intended beneficiaries.

However, this consistency was not standard throughout the data, with various divergent views between the normative and empirical. For example, Participant 10 also noted the community was an intended beneficiary, while the facilitators of the CSI initiative were considered should be the intended beneficiaries. They responded, *"The community"*. Additionally, Participant 4 mentioned the intended beneficiary as the students they taught and their peers in the CSI programme as those that should also benefit from the initiative shown in their answer *"Besides the trainee as me, I believe also the children would also benefit."* Participant 5 considered themselves as the participant of the CSI initiative as the beneficiary. This view was divergent from whom they thought should be the beneficiary of the initiative stating their students and parents thereof.

Furthermore, there were other stakeholders that were believed should be a part of the beneficiary conversation within the CSI initiative system. For example, interesting findings included Participant 7, who submits they and other participants like them in the CSI initiative were the intended beneficiaries, but the financial institution that provided the funding for the initiative should be the intended beneficiary. Also, Participant 19 being clear they were the intended beneficiary. They were unable to mention who should be an intended beneficiary because the CSI initiative was not able to provide them with everything they required. Consequently, this resulted in their dissatisfaction and seeking help outside the CSI initiative from another NPO that was active in the community. Similarly, Participant 21 mentioned their father as the intended beneficiary while they thought their mother and the CSI implementing NPO should be the intended beneficiaries. Finally, Participant 29 submitted their organisation was the intended beneficiary and their students and themself as people who should be beneficiaries. Their response to who should be a beneficiary was *"Eh, I think my my my kids. Only my kids and myself"* (Participant 9). Other examples, Participant 7 and Participant 19 stated:

> *"I come here without money, [Financial Institution] it took an advantage because I don't have money as I'm telling you [Financial Institution] paid all the fees. And then it sponsored me with all the food, breakfast lunch, even the fees"* (Participant 7).

> *"At this moment I don't know where to begin. I don't know whom must be the intended beneficiary because every time you reach out to people and that know we can't, we are, we are, giving to another uhh, team or like that and I don't have that authority because everywhere I go I must have a letter and that stuff. So, I am making us of [Another NPO*

*helping in the community] when I need some stuff and I ask her and she is the only one that's helping us, that is now part of our, yeah."* (Participant 19).

### 4.2.2 Purpose

The purpose was of the CSI initiative was not well aligned with that of the purported beneficiaries with need to always do more apparent from the data. The CSI initiative's ability (what is/empirical) to allow the Participant to unlock their mind and achieve their desires is matched with the values (what should/the normative) for which they have regarding the purpose of the initiative. For example, it gave Participant 3 the ability to learn more about how to achieve their dreams of having a business of their own and running it. This ability mirrors Participant 6's that showed no discrepancies in the normative and empirical response noting continuous improvement when referring to the purpose of the CSI initiative. Similarly, as Participant 21 put it, the goal of the CSI initiative was to grow the business. It should then put participants in a better position to help others achieve success. This was illustrated by the following participant quote:

*"The purpose was for to better my business obviously and uhm to get more like, how can I say it, knowledge because the workshops that we did learned us more about knowledge. We did all the workshops we did SARS workshops all the kind of workshops that a basic business needs to know. I just feel that, the purpose actually is that uhm knowing that you have a background of support of people you know, that is willing to stand behind you and to help you through this journey because you don't, its not always that you get like this opportunities that come to your door you know that is why that I am grateful for the*

*opportunities that is coming my way through Ranyaka that is standing by me"* (Participant 21).

Even though Participant 4 stated that the purpose of the CSI initiative was to upskill the purported beneficiaries, this upskilling did not result in them being owners of their own establishments. Therefore, that was indicated should be a purpose of the CSI initiative. In a similar disgruntled manner, Participant 9 stated the goal was currently to provide skills and knowledge required to teach the kids in the modern world. Which involved what it should be, which goes beyond the classic bums on seats and encourages playing as a form of educating the kids noted in when they said *"I'm looking at the toys and thinking about the toys but I can't put it in words"*. Participant 30 said the purpose showed a lack of transparency as a massive concern for the participants because it left more questions and doubts that provided purported social impact on the participants. They were disgruntled. It was supposed to be to help their business grow and be sustainable even after the initiative. This was illustrated by the following quote:

*"Since most of us don't have the right tools to get us to go to colleges as yourselves we need this programme because it helps us to teach the kids in the right ways because the way we grew up is different to how things should actually be done"* (Participant 9).

*Eh, I don't know because actually what they've done to us, you know when people like NPOs running business under business you don't know exactly what is their purpose but on the common sense we think they're coming to develop us but you know, others they just give us behind so others, it's not it was not transparent. So, we don't know but what, what I can say is under a normal circumstance we thought maybe they'd come and develop our business, to promote our business, to fund our business and maybe to mentor*

*our business. As I asked them, to say ok, I can see that you want to fund us with money but the main purpose for me I I want money as a businessperson but before I can get money I want to be mentored. Mentorship so that I can know what I am doing in business so that my business can grow but since then they went to claim and I think they got some and gave us some according to the way I saw it on TV. So they benefited we benefited but the main people those who are supposed to benefit is us. Uhm, but you know people when they're helping you even them they need help, you know. So it's a problem because [Financial Institution] was helping the small business especially those who suffered covid19 and unrest but they were helping through the NPOs and those NPOs they're also suffering like us. So that means whatever they claim to from Nedbank they take part and they give us some. Yeah, so it's, so that's why I am saying yes, their plan is to develop us but the way their, they want to be developed as well"* (Participant 30).

Another noted purpose revolved around the well-being of the students taught by the teachers who participated in the CSI initiative. As Participant 7 stated, the programme's current objective was to provide teachers who were alternatives to private schooling, which was more expensive and provided their students with food. In addition, however, the purpose should have been to enable the participants to upskill themselves to a higher NQF level. Another example was Participant 10, who mentioned the normative and empirical purpose of improving how the teachers liaise with the students. No different from Participant 11, who submitted the goal was the same in both instances as playing and taking care of the students. Finally, Participant 20 said what was and should be the purpose match. The CSI initiative had developed the students physically and mentally and made them better community members who can influence others

positively. However, there had to be a shift in the way the students think to see that what they saw on the streets was not the be-all and end-all. Illustrated by the following quotes:

> *"It helped the children outside who are not able to go to maybe private schools or other public school because in our ECDs it maybe is not costing much, and they provide them with food. The social workers go to the ECDs and give the children food"* (Participant 7).

> *"The purpose of my netball team is it is for the youth, it is for youth development, it is for the youth or children to keep themselves busy because there is, like the community that I come from if you hear about it there is only negative things that you will to be honest with you. So, for me it is for it is for to develop them physically and also mentally and because netball will get them involved with different other people and other activities so its just for me to ensure they benefit, benefit by being part of the netball team right and it is to develop them not only on the sporting field but also in their communities at home. Just for them to realise but they don't have to be involved in drug related or teenage pregnancy or whatever goes around in their communities that it is not the be all and end all"* (Participant 20).

### 4.2.3 Measure of improvement

Ways to improve the CSI initiatives reflected shortfalls in the CSI initiative which was designed with the distant, if any, involvement of the purported beneficiaries making the initiative fall short in success according to the purported beneficiaries. For example, Participant 2 saai there was an appreciation that there was a high sense of hygiene that was now a custom of the daily lives in the classroom and a well-organised environment. But the CSI initiatives could not improve on innovation regarding knowledge received from the initiative. Also, Participant 3

articulated credits to the CSI initiative for the improved water sanitation habits that were now visible. However, they revealed how having a daily programme would add value in keeping track of when things were supposed to happen. Illustrated by:

> *"I think you have to deal with the daily program, like routines. Like you know how maybe it's 10 o'clock you have to take the babies to the toilet or washing hands. You are dealing with a daily program, after that maybe you are not remembering to take them out the children know now is the time to go and play or for washing hands or to playing outdoors. We are using a daily program, so I think this one is the one that's making them more active"* (Participant 3).

> *"You know as I told you, what they were supposed to do first they were supposed to at least at least try to do the programmes that will benefit us, uhm, financial, eh, literacy you know so that we can know the finances, we can know how to run the business and if they've got money they can even invest on our businesses"* (Participant 30).

However, what was also elucidated by improvement measures was the value that would come from addressing these shortfalls. As Participant 4 stated, what was currently a measure of success of the programme was believed to match what should be a measure of success of the CSI initiative. Some of the highlights included a conducive environment to thrive and the quality of personnel after training was an upgrade compared to before the initiative. Similarly, Participant 5 revealed the measure of success considered was the ability to get recruited into a reputable university to further the education from the level of the CSI initiative to an accredited university. This measure spoke well to what should be a measure of success in that after the initiative, one should be able to impart knowledge and skills to recipients accurately. Again the only noticeable

difference from Participant 6 was an improvement, with the participant was unsure what else should have been a measure of success and highlighting improvements like improvision—a measure of progress in their ability to address themselves appropriately with their students. Participant 6 said *"I did not know to improvise making toys to play with children."* What should be a measure of improvement was creativity on how to improvise with the provision of toys. Like Participant 6, that the purpose should be to learn more. Respondent 7 used this as what should be a measure of success. However, the measure of success was that they graduated after the initiative. There was an acknowledgement that they came in empty-minded and open-minded to learn whatever was available. An illustrative quote follows:

*"Since we are dealing with ECD most children they learn through singing and playing so I would need to have what is needed, and I would need to make sure even the environment on its own can say much"* (Participant 4).

There was an indication from the data that the respondents were eager and willing to become better at what they do. Taking Participant 19, for instance, they thought there was no measure of success currently as the CSI programme had not managed to alleviate the severe social problems entrenched in the society that they had rolled out their initiatives. Many gaps noted from the data needed a re-evaluation of how to redesign the programme. However, some direction as to measuring success provided some possible solutions. Also, Participant 20 declared that currently, there was pride and joy in the participants because they were champions in their community. However, the desire was to grow and move higher and compete at more professional levels to increase the impact on children and the communities. No different from Participant 9, who revealed the measure of success was the ability to identify that playing was how children learn and therefore, this was how to teach the kids. For example:

*"So currently we are the defending champions for in four consecutive years in our community so for me the next step is to is to also not just be inside the community but to be to be a registered club like to represent to play to register for Poland try to play for to play in a higher league because they've been the champion for four years now. So I think the next step for them is to be registered as a netball team in another league that is more professional"* (Participant 20).

## 4.3 Decision-making structures/Source of Power

With the motivation shifting from the business case to being centred around the beneficiary, the data shows that there would be a better decision-making environment. Consequently, there will be better resource allocation and use by spreading power more equally amongst all concerned stakeholders in the CSI value chain. The presentation of the supporting evidence via the sub-themes now follows.

### 4.3.1 Decision-maker

There was a belief that the control of the resources should be in the hand of the purported beneficiaries themselves or the higher structure where they work. For example, Participant 2 exposed that control of resources was currently in the facilitator from the NPO saying *"She was training us"* while it should be in the hands of the Principal of the institution from the teachers participating in the CSI initiative. However, Participant 11 posited that the Principal by answering *"The school principal"* was controlling the resources that should be controlled by the teachers in the CSI initiative themselves saying *"The practitioners of the school"*. Similarly, Participant 24 said that the higher management erroneously controlled the resources. Therefore this should be in the control of the participants to avoid the red tape presented by the current

centralisation of power and control. The intimacy in the knowledge of the board of directors of the needs of those participating in the CSI initiative and the people they are responsible for was what Participant 20 mentioned as the reason they should be in control of the resources. Furthermore, they mentioned they currently did so through seeking funding from any potential donors too.

> *So, so currently like I said we were one of the beneficiaries from Ranyaka and then what we normally do is we used to have fund raising, like to sell things like have like to what do you call it now. Yeah we used to have fund raising and and but it is exhausted now, we exhausted it because we had like an end of the year activity and all the activities that happened here end of last year but this year we have to start again, but because like we also we don't want to move away from fund raising but we also want to benefit form NGOs right. We also want to benefit from NGOs and other players that is there to help in the community.* (Participant 20).

Divergently, some believed control of the resources should be in the hands of the founders of the CSI initiative. An illustration in Participant 3 mentioned the decision-maker was who they wish it should be, namely the Financial Institution providing the CSI project—adding that they had no funds to get the requisited training offered by the CSI initiative hence the contention. Also, Participant 7 said the Financial Institution was the money giver when asked about the beneficiaries earlier. The social workers were an additional resource controller as they provide food. However, like previous respondents, the initiative participants should be the beneficiaries. Contrary to Participant 9, Participant 10 omited the Financial Institution was a controller of the resources and noted the controllers as the National Development Agency, Department of Social Development and the managers of the places where the participants

worked. Only the latter was mentioned as someone who should be in control of the resources. Applicable quotes included:

> *"I think the social workers"* (Participant 7).

> *"The funders for example the Department of Social Development, NDA"* (Participant 10).

Therefore, due to community needs' social nature, there were also reflections of government involvement in the CSI initiatives. According to Participant 19, there were gaps in the particular CSI initiative because the resources controlled by the participant's colleagues were personal basics required for their success. The gap was further illustrated by the response to who should be managing the resources where the local government were mentioned as they should typically provide these basics to the communities they were supposed to be serving. However, Participant 3 said there were other resources offered by the government that were not part of the CSI initiatives' provision by the decision-makers; therefore, the government was also deemed a decision-maker. Also, it was interesting to note how all decision-makers were not representative of the intended beneficiaries. This gap in the current CSI system lacked inclusive decision-making or inadequate inclusivity. Illustrated by:

> *"…She is my timekeeper and my goalkeeper and the other lady she don't have everyday food in her house and when we play a game she's coming with. So, so she can't even have something in her stomach but she is the one doing the chores around the children its like keeping them in place and giving them a piece of bread or a glass of water and all that stuff. I think that two people in my team"* (Participant 19).

This brought us to the next point that the closer control was to the resources, the better due to the intimacy of knowledge posed by those more comparable to the CSI initiative's

purported beneficiaries. Participant 4 mentioned control of resources being in the hands of the trainers and the participants themselves at times. They noted that the owners should work collaboratively with the trainers to control the resources. They responded *"The trainers. Even ourselves we do try to pool resources."* However, not sure of all the decision-makers, Participant 25 said the funders were currently providing the resources while the NPO should be providing the resources. The reason for this was the participants had a closer relationship with them and therefore feel they are better knowledgeable of their needs.

> *"I think like uhm, like uhm, maybe may be NGOs that were taking part because they know us better they are the ones who know exactly what we want"* (Participant 25).

Similarly, Participant 9 said that even though the financial institution conducting the CSI initiative was recognised as the sole controller of the resources injected into the programme, this structure needed to change. The change should result in a 50/50 split between the Financial Institution and the place of work for the participants. Also, Participant 21 said the mentors and trainers were controllers of the resources, with an addition of the participants having ownership of the resources. Therefore they should be in control of the resources. The sentiments here were quoted:

> *"I think because you can never trust anyone with your total money, it should be 50/50 in that they let the program do carte blanche on what is actually needed. So, they do half and half between the program and whoever is sponsoring the program I should say that"* (Participant 9).

### 4.3.2 Resources

Shortages were synonymous when it came to resource availability for the CSI initiatives. Participant 4 said there were not enough resources being provided. The purported beneficiaries requested that more be brought to reduce their burden and stay abreast with technological advances. Also, according to Participant 7, the social workers and the NPO provided swimming facilities for the children during the summer. However, much was still required, like blankets, mats, books and money. Money because the participants had intimate knowledge of what is needed to buy for the children to play. Even where there was satisfaction with the resources supplied, Participant 10 mentioned toys as something that should also be a resource brought to the programme. The following quotes applied:

> *"I don't have much of an idea of what more could they bring but as things are more in technology, these things of marking and everything if they could find a better way because things are advanced now"* (Participant 4).

> *"Toys only"* (Participant 10).

Similarly, according to Participant 11, while resources were currently available for the initiative, there were some additions that the purported beneficiary still felt the need for or can be added. For example, *"You can make ehh balls to play with the children outside, skipping rope and music instruments"* (Participant 11). Lastly, notably, Participant 19 said there were no discrepancies in what are and what should be the resources for the CSI initiative. However, this was due to laws and regulations adhered to strictly by the participants and those under their leadership.

Additionally, stunted business growth raised concerns amongst participants of the CSI initiatives. For example, Participant 25 said there was a general agreement on the need for mentors. However, they should be readily available on-call to meet the participant's urgent needs and not far needing the participants to have waited long durations before having access to their mentor. Additionally, Participant 26 mentioned that they wanted sustainability after completing the programme. To do this, more resources were requested. Familiarly, Participant 30 said money and advertising facilities were the resources used in the CSI initiative and machinery was what they were supposed to have brought to aid with the financial distress of the participants. This point is what Participant 31 echoed, saying mentors were provided and reiteration that equipment and machinery should be provided. The sentiments expressed here were quoted:

> *They said "I would say they can bring some more short courses that can help us improve in our work, or home, or in community or like there to teach us something like to go out and do after the USICO programme is done so you can still go and be busy with yourself. They must try to uplift us more the women. More resources like to do your own thing like that. Teach us how"* (Participant 26).

> *Their response was "Equipment. I need a stove. Yeah, my business is up and it's, it's running now. I need equipment. Uhm, in terms of marketing materials, uhm, I'm busy with that. Uhm, small small I buy there and there you know, but equipment to me is number one…"* (Participant 31).

### 4.3.3 Decision environment

The decision-making environment was also filled with divergent views and murkiness. Like Participant 7 saying it was not clear what was not to be controlled by the decision-makers, it

was more apparent that the kitchen maker should handle the food and that the social workers should provide the food already made by the former. They responded *"I don't have a clue on that"*. At first glance, the Participant is unsure about the decision environment because they advocated for a 50/50 split in control of the resources required for the CSI initiative. Yet they said the responsible Financial Institution guides currently should have guided everything. However, the critical distinction made by Participant 9 here was between guiding and controlling. Lastly, Participant 10 noted that the funders should control the money, although they were not recognised in any structures, including the decision-makers. However, the decision-makers did not control the venue. Participant 10 mentioned *"The funders are the ones who are supposed to control the money."*

Segregation of powers (or lack thereof) was a theme in the data. When dealing with these issues of resources, there was a sense of community awareness not separated from the intended beneficiaries but extends to unintended beneficiaries in the community at large. Therefore, Participant 20 said resources should be cognisant of the sensitivity of the intended beneficiary group and be appropriate in their engagement. Additionally, Participant 22 noted even though the sentiment was generally that everything was provided adequately, there was an overreach of control. It was reflected in the form of a critical component, the mentor, which they felt should not be in the control of the decision-makers. Instead, the participants should have controlled it to select who they deemed appropriate to take their journey with. Importantly noted by Participant 30 was the NPO should not have governed that money because that avoided transparency and increased divisions amongst community members when money was distributed unevenly within the same community. Especially considering that assistance came during covid times. It raises suspicion on the NPO's honesty in distributing funds needed by them too. Therefore, these

should be controlled by the funding Financial Institution. Also interesting was the lack of awareness of the resource provided to participants of CSI initiatives, as highlighted by Participant 32. The following quotes illustrated the segregation of power issues raised:

> *They elaborated "So resources that we, like let's say for instance if I reach out to uh someone or to an organisation that maybe we can benefit from whatever they give us I cannot say no or this is not something applicable to us. At the end of the day even if we are a netball team, we are also a netball team in the community. So, whatever, if we receive something that's gonna benefit not just for the netball team but in the community then I will receive it because we are also community members"* (Participant 20).

> *They said "Eh, this thing of, like when they were funding us, eh, the money that they were putting in our accounts it was, it was not transparent so they were supposed to be in control"* (Participant 30).

## 4.4 Bases for knowledge generation

The data suggested that the knowledge feeding into the CSI initiatives was distant from the purported beneficiaries in that it (i) was in a language that was not friendly to them and (ii) there was a proximity that was not quite there due to the distance between the purported beneficiaries and the current sources of knowledge. A presentation of the sub-themes now follows to substantiate this.

### 4.4.1 Expert

Participant 4 said that the qualified personnel provided the relevant knowledge and skills for the CSI initiative and said these were *"The trainers"* (Participant 4). However, they believed

that the government should have understood their knowledge and skills needed more. They, therefore, should have provided this in addition to the current situation where they were not mentioned as having delivered this. Similarly, Participant 5 noted the Principal being the highest authority at the participant's workplace and was suggested as the person in a position to provide the relevant knowledge and skills in addition to the facilitators and assessors that provided these. The few sentiments around qualification of those imparting knowledge here is expressed in the following quotes:

> *"Yah, even in the government somewhere they could especially the ones having this knowledge of the ECDs"* (Participant 4).

> *"The ECD principals maybe they can give me the right information"* (Participant 5).

The NPO did the CSI work for the funders and therefore, they came up a lot when discussing the experts providing the knowledge and skills for the CSI initiative. Although, for example, Participant 6 noted that the NPO should and did provide the relevant knowledge and skills, there was consistency in the normative and empirical perspectives. Likewise, Participant 7 said the facilitators of the NPO were the providers of the knowledge and skills of the CSI initiative. However, the departments of social workers and agriculture were the two external parties who should have also participated in the provision of the knowledge and skills of the initiative. Also, Participant 9 held no discrepancy in who or who should be providing the knowledge given by the NPO's facilitator during the CSI initiative. Contrary, Participant 19 didn't mention the funder or the NPO's facilitator as the provider of knowledge and skills for the CSI initiative. Instead, an actual professional body was referred to. However, local government involvement is also requested as part of the experts. These findings are now expressed:

*"It's [Name of NPO]"* (Participant 6).

*"The department of social workers and even the department of agriculture. Department of agriculture because at our ECD we need fruits"* (Participant 7).

*"The facilitators, the [Name of NPO]"* (Participant 9).

As with all other parts relating to the CSI initiative, some exceptional views were expressed regarding the CSI initiative's expertise. For example, with Participant 20, there was a sense of ownership associated with the participants of the CSI initiative where centralised control is emphasised. However, the ultimate power and management should be with themselves, encouraging sustainability. Similarly, Participant 22 said the NPO, the financial institution, and other stakeholders were considered providers of relevant knowledge and skills. However, qualified business educators were listed as the ones who should be doing this function. Also, Participant 25 posited the language needed to be watered down to the participants' level because often, the use of substantial unfamiliar business terms left them lost. These were expressed in the following quotations:

*"Well that is the board members themselves. Yeah we are involved in everything we are involved with coaching. I am currently involved with not just netball but we also trying to get other NGOs involved and maybe introduce how you can help us as a netball team because most of the girls they are youth so we try to get other stakeholders involved so that we can benefit by them participating whatever programmes they have that we can benefit from"* (Participant 20).

*"Okay, so I think it should be a person that uhm, for instance let me make an example. After after I attended the training I attended another training it was simple. Like*

*everything it was simple, it was talking our language as business people, it was not talking that language you know. I think they should uh change the style the language you know because they could be talking about those big words sometimes you fall asleep not remembering. So I think it should be practical or language, simple language not that you know MBA language"* (Participant 25).

### 4.4.2 Expertise

The knowledge and skills that are and should be part of the CSI initiative matched Participant 3's expectations providing proof that at least the content of the programme was up to standards. A sentiment not shared with Participant 6, who stated the knowledge and skills taught were not sufficient with other subject matters suggested would improve the knowledge and skills of the CSI initiative. To this effect, Participant 24 said the most critical piece of knowledge or skill that they were taught was adaptation. This involved the ability to make informed decisions and make plans. However, all things finance were a weakness that should have been part of the CSI initiative. Other respondents echo the desire and notion for the shortfall as more on this was needed. For example:

*"What I want to learn more is. I want to learn more about controlling more like HIV and AIDS type of information"* (Participant 6).

*"The little experience I've had, I've learnt how to better plan, how to better manage and how to better take all your options into consideration. Say for instance a certain time of the year, soup only work in winter. You can't expect to soup to cover your, say for instance you got a small take aways, you can't expect soup to be the hit in December. So you need to adap and look at the seasons and look what's in your bank account, see how*

*you can change a certain product, how you can expand and how you can cut down. So you need to be very, you must be in it to win it…"* (Participant 24)

*"Especially for business, finance, finance, finance workshops, finance, budgeting, market related issues, what's on in I don't even understand bitcoin but I see, I don't even, I can't even formalise the concept in my mind but I see people are doing it and it's actually I cant understand plastic money also because I need to go sit and see how this is working because we only see what we have in our hand now but we don't see the. I see JSE, there's lots of people here…"* (Participant 24).

These included Participant 4 stating while Mathematics, English and dealing with students were fundamentals highlighted as having been the knowledge and skills taught during the CSI initiative, it fell short in other aspects considered necessary for a complete set of knowledge and skills. Planning was identified as a missing component of the CSI initiative. More substantial views came from respondents like Participant 22, who mentioned a top-down approach to what knowledge and skills were taught in the CSI initiative omitted sustainability. Similarly, personal development should be part of the knowledge and skills taught to boost participants' confidence. The sustainability issue was echoed by Participant 20, who identified inconsistencies noted in the current knowledge and training that could not facilitate sustainability beyond the CSI initiative. While it was acceptable to teach just the sport, it was more beneficial to get trained on how to handle the participants in different conditions and situations. The most substantial view came from Participant 30, saying nothing was received and, therefore, the participants are still waiting. Financial management should be a significant part of what should be taught. The following quotes applied:

*"I would say you know this lesson planning, this preparation thing, how to do it because even if you are teaching you have to plan your lesson, I think even that one should be added. To teach on the route to teach people how to do their lesson plans how to go with your themes to correspond with your lesson plan and everything"* (Participant 4).

*"Personal skills. Personal development skills. Lots of us sit with emotions that we cant express and uhm, you know, the lecturer will talk, the workshop will talk, the mentor will talk. The mentor will be that person to provide to evolve and develop the personal skills you see. So once the mentor develops that skill it will be helpful to the student you know to express their emotions their feelings, vision, everything you know they become more talk active instead of putting things on a paper or put it in an assignment with confidence. I think lots of entrepreneurs struggle with confidence. Their scared and anxious, they don't know how to put things out there. They will talk face to face with another entrepreneur but uhm, where is that energy coming from? You know. So, to a personal thing you need to activate thinking you know. You can't be behind the scenes work behind the scenes and people see things happen behind the scenes but there is no, uhm, how do I say, there is no progress. There is progress but it just happens. The same is ask for questions if you struggle. Why don't you ask for help? You see, so its personal development"* (Participant 22).

What was consistent from the data was the relevant knowledge and skills taught in the CSI initiative needed something else added to it. So, for example, in Participant 5's case, it was how to ensure the place of work was more colourful while acknowledging that essentials like recognising the children's ability to grow and their five senses were taught. Additionally,

Participant 11 posited that  even though they were taught soft skills, there was a need that they should be taught how technical things like storytelling.

### 4.4.3 Guarantor/Assurance

There was a sense of unity and appreciation for what the children do. Participant 3 noted an increased level of vigilance, adherence to health and safety conditions and a sense of better sanitation and bathroom etiquette that were demonstrating assurance of success. Additionally, it improved accuracy in the children when performing tasks. Similarly, Participant 11 noted that having the children relayed their experiences to their parents proved rewarding. However, there was a desire for greater parent involvement with activities such as the graduation of the participants. Also, Participant 19 celebrated reduced violence in the neighbourhood. The children spent quality time with their parents without the usual partying and associated fights that were synonymous with the community. The following quote applies:

> *"I am telling the children how to play with other children, how to share with others when they are playing. Not to hit each other. Not to pee where they are sitting in the classroom, they have to go outside to the toilet. I have to take them to make sure they are safe as maybe we are using the pit toilet, I have to make sure all the children are safe when they go outside and come back inside. Because some other children they are brave too much so maybe they can push other children to drown there. So I have to make sure all the children, they are going outside ad coming back safe"* (Participant 3).

There was an apparent disjointed misunderstanding of what should be done within the communities. There was a perception forced onto the purported beneficiaries that had resulted in Participant 24 highlighting the need for the initiative to be brought first in the form of a need

assessment and then implementation of the initiative itself. They noted that because their society was often excluded from the education system, just implementing it would present challenges. Many of their community members might feel they did not belong and hence miss the opportunity presented by abstaining. These sentiments are expressed in the following quote:

> *"In my community I'd like to see to come to our level. Say for instance, if you are not well schooled or your grades isn't that the academy is sometimes a scare tactic. Then our people won't go but then their talented but there is no community projects. Like not similar because that's a different level you need to graduate but if the certificate for the participant if it is a community project away from the academy it will inspire them or maybe say no I can do this but like now with this there our people they're ok with the workshop here but as soon I go to people and I say listen here there is another workshop at university, at [Partnering tertiary institution] what is it [Partnering tertiary institution] Business school because we are not part of that setup. So we need to educate our people here, aspired, so that they can aspire towards being a student at business school university or the academy. Small stuff. How come you come and you come give food. All these people from these business schools, academies and wine farms and whatever they come and say we giving [Community being provided CSI initiative] food, it's not what we need"* (Participant 24).

## 4.5 Bases for legitimacy

The data appeared to show that unfortunately, the CSI initiative process excluded the worldviews shared by the purported beneficiaries. Additionally, they did not allow them adequate platforms, if any, to share their views and make a contribution to the CSI initiative to

show that their interests were a major part of the development of the initiative. Figure 15 depicts how the discussion of the sub-themes that follows connects and supports these findings.

### 4.5.1 Witness

There were divergent views as to who should be representing the interests of the purported beneficiaries. For example, Participants 2, 23, 30 and 31 were some of the long list of respondents who believed that the NPO should have represented their interests in the CSI initiative. However, Participant 12 proposed that instead a gas company, who brought them food during the CSI initiative being their representative. The Financial Institution and the NPO that execute the initiative should have represented their interests in the CSI initiative. The adequacy of the NPO representation was illustrated in the quotes:

> *"Eh, it was [NPO] and [NPO Representative]. [NPO Representative] I think is a coordinator from [NPO]"* (Participant 30).

> *"Uhm, do you know [NPO Representative]"* (Participant 31).

However, some participants were not sure if they were represented or not. Participant 7 submited that *" Maybe I discuss with the people outside or maybe the lecturers"* maybe it was the people they talk to or their lecturer who represents their interests and it should *be "the social workers"*. Participant 10 said *"the manager"* currently represented their interest, although they subscribed that *"Someone who would be training her"* should have done it. Equally, Participant 11 said the *"[NPO] and social development and no one else"* that represented and should represent their interests. Finally, the mentor was Participant 20's submission to both who is and who should have represented their interests in the CSI initiative, a sentiment shared by Participant 22.

But, Participant 24 said no one currently represented their interests. Additionally, they told the NPO owners were not the best people to prepare the purported beneficiaries for the CSI initiatives. Therefore, a person should be sent to the communities to hold a workshop that would provide the required preparations before the CSI initiative is rolled out. Nonetheless, Participant 25 said although there was clarity that the NGOs are more intimately involved with the participants of the initiatives, it was them they would prefer to represent their interests. They were not sure that anyone did represent them currently. The relevant quote applied:

> *"The person that the academy sent to the community, to the workshops, to come prepare us better. Not just NPO owners or board members or directors that had nothing to do with, they are there they are the NPO we are here we are the small business people. You don't know how to sell a packet of toilet there by the street corner. They don't know that. So the people that were supposed to come there and say listen what kind of business do you have. Then I say I have nails, I do nails everyday. Then he ask me when do you do it then I say only Fridays and Saturdays. That person that have experience of a beautician business or salon that's the person who was suppose to come. Not NPO members that's having a workshop for [Financial Institution] in partnership with them. [Financial Institution's] person that was here was supposed to identify the type of businesses represented at that workshop today…"* (Participant 24).

### 4.5.2 Emancipation

Participant 3 noted there were no places to voice their interests in the CSI initiative. They stated writing the sponsoring Financial Institution a letter that would responded to should be their opportunity. However, Participant 6 responded although the NPO and the Department of Health

were responsible for representing the interests of the participants in the CSI initiative, they did not have any opportunities to air their voices currently. They would like some workshops with the two stakeholders to curb the gap. Also, Participant 7 echoed that there were no available opportunities to voice their interests. However, they would have made efforts to call a community meeting that the counsellors would be a part of. Contrary, in Participant 11 positions, a meeting was convened with the community. However, meeting other organisations in the same field was noted as something that should be done. The absence of a place to voice their interests is found in the following quotes:

> *"I would like to have a workshop. Maybe parents and [NPO] and the Department of Health"* (Participant 6).

> *"For example, me myself maybe I can call a meeting with my community to address that thing. The opportunity is there when you are calling the meeting"* (Participant 7).

This position continued through the respondents as Participant 19 noted no opportunities to represent their interests. However, they realised this and went on a limb to seek the required assistance themselves without support. They were discouraged by what should be done because they had tried several avenues without success leaving them thinking maybe nothing would be done. Hence, the suggestion to get another counsellor who would help. Nevertheless, Participant 22 said they were content when asked about the opportunities to voice their interests because all resources were provided to them. However, the sustainability knowledge and the skills gap was highlighted again when they mention what should be the opportunities available to them to voice their interests. Similarly, Participant 23 held the NPO was reported as being there all the time for

them to raise their interests even after the CSI initiative was complete. However, the mentors should be made available after completion. For example:

> *"I did reach out to the municipality. I did go to my ward councillor, she told me to go to municipality. I was there they told me that I must bring a partition list. I did bring a partition list, all the people in the street were signing that partition list. After that they uh uh uh they want a picture of how we must, the layout of the field neh, yes. I let it draw up and gave it to them and it's like nobody reach out and every time I go to the war councillor it's like they didn't give an answer"* (Participant 19).

### 4.5.3 Worldview

Regarding worldview, respondents were unaware of what to say. For example, Participant 1 submitted that there were currently no the above available spaces to reconcile their worldviews. Still, all departments in government should have a role to play in providing such an opportunity. Similarly, Participant 3 claimed the worldview for such initiatives had also been neglected. The purported beneficiaries and the community members they should be working closely with were also desired to contribute to the reconciliation of the divergent worldviews currently present. However, the respondent also highlighted that currently, there was no such involvement or opportunity to reconcile the worldviews. Lastly, Participant 19 said there were no opportunities in place, but a sense of fear that leads participants to submit to lying about nothing should be made. For example:

> *"Maybe if you can call a meeting to ask the parents to come with some decisions too"* (Participant 3).

## 4.6 Social impact of CSI initiatives

When it came to the social impact of the CSI initiatives that the Respondents went through, the majority expressed complete satisfaction with the results of the CSI initiative. For example, Participant 2 mentioned how they had learnt more about developing their student's minds. Similarly, Participant 4 stated how because of their training, they had ultimately grown. This was echoed by many others who are grateful for being a part of the CSI initiative and acknowledged how they would not have developed as they went on if they had not. These include Participants 12, 17, 24, 25, 21 and 28, just to name a few. For example:

> *"I have learnt more about children. And even myself I know I am a gold digger because I have to build the mind of a child, how to grow and make that child to make a better future for that child. Thank you"* (Participant 2).

> *"How has it impacted me? The way I do things I should say so"* (Participant 4).

> *"The only impact it has on me as well is that always appreciate what you have because once that opportunity comes once in a life time. It had a huge impact on me and my business. Oh like I had small equipment and stuff so I could get bigger equipment and more clientele"* (Participant 21).

However, there were those that were with conflicting views. Participant 20 mentions how they were grateful because they were victorious in their endeavours but wish the initiative could take them to the next level to grow further and reach their full potential. Also, Participant 22, who submitted their performance did change from before the initiative, but the lack of follow-through had left them struggling to stand on their own feet. Again, Participant 32, cognisant of how it helped them stay strong businesswise during the pandemic, was also left wishing the CSI

initiative could now come back and help them live in the new environment post-Covid-19. Lastly, Participant 30, appreciated the individual assistance they received through publicity, wished for more effort to uplift their business beyond what was shown on the different media platforms to enable themselves and their colleagues who did not share the same opportunity to become sustainable. For example:

> *"The greatest benefit was the physical things provided by [NPO]"* (Participant 20).

> *"Yeah, my perspective changed. I am still trying to uhm, to progress into a business owner and become one although I am one sometimes, I just feel like myself you know that that personal development is still in progress to become the best version of me and best representative for my business"* (Participant 22).

> *"Yeah, no, what I can say is I am still waiting for them and I really need their support because at least for publicity I gained something. I see the light through the tunnel but I'm still stucked you see. I thought after everything that we have been doing I'll be at least getting something like eh, mentorship, financial guideline or either, maybe capital to do whatever what I want. I'm trying even now you can see I'm still on the way to Joburg to try some means but alone I cannot the, it. So I'm still waiting for [NPO] and [Financial Institution], maybe they can come back to us especially now I swapped my account to [Financial Institution] because it was the one that was promising but eh, its its like now I'm paying bank charges and so running their business but there's whit no benefit because sometimes when we've got the eh project that it need capital [Financial Institution] cannot assist us you see. If they can, maybe if they can try to to do something for us. To take, to take us serious or maybe to to adopt us to say okay this small business*

*so so so so now we're adopting them they're babies, whatever they want we will make sure that we support them up until infinity because after we, if we can be successful, we won't just kick the step ladder down. Us also we'll try to lift other people so maybe if they can do that"* (Participant 30).

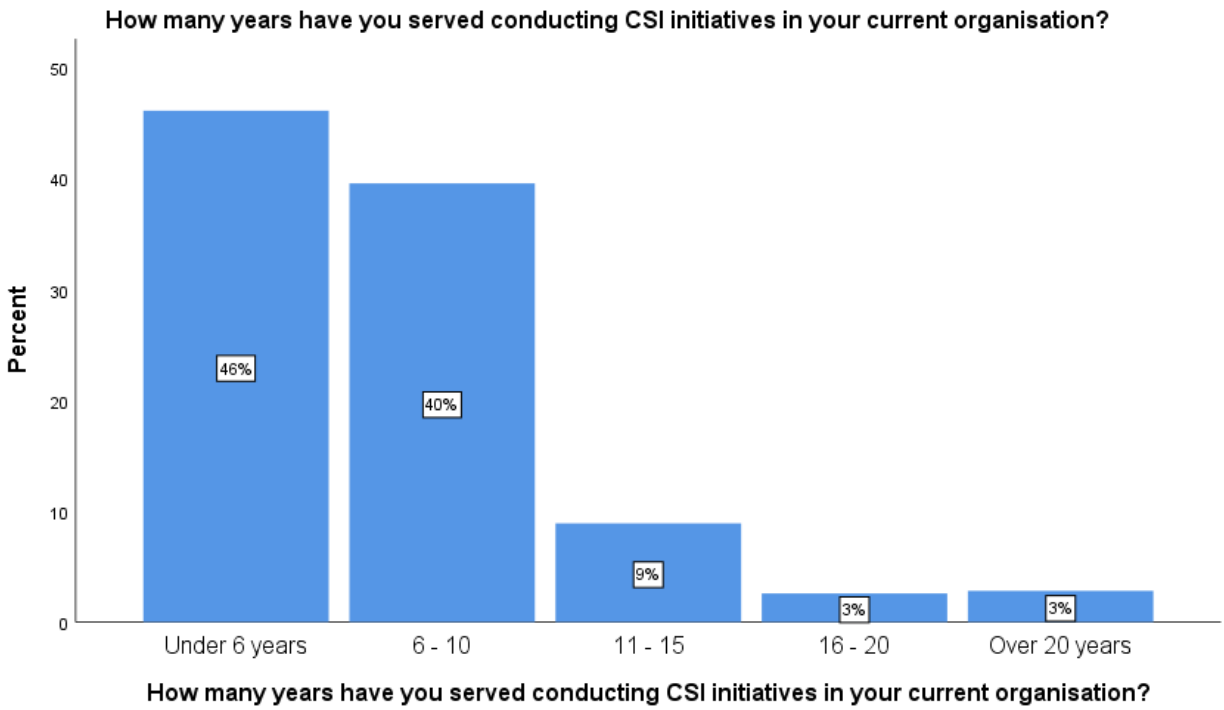
# Phase 2: Quantitative Data Presentation

## 4.7 Descriptive statistics

### 4.7.1 Demographics

The majority of respondents, 366 (86%), had up to ten years' experience in conducting CSI initiatives in their current organisation. Of these 197 (46%) had under six years' experience while the other 169 (40%) had six to ten years' experience. However, only 23 (6%) of all respondents had more than 15 years' experience working on CSI initiatives within their current organisation split equally between 16-20 years, 11 (3%) and over 20 years' experience, 12 (3%), as show in Figure 16. The data showed that the respondents of the survey were indeed qualified to take the survey and were knowledgeable on the subject matter as this was something they did at their current occupations in the organisation.

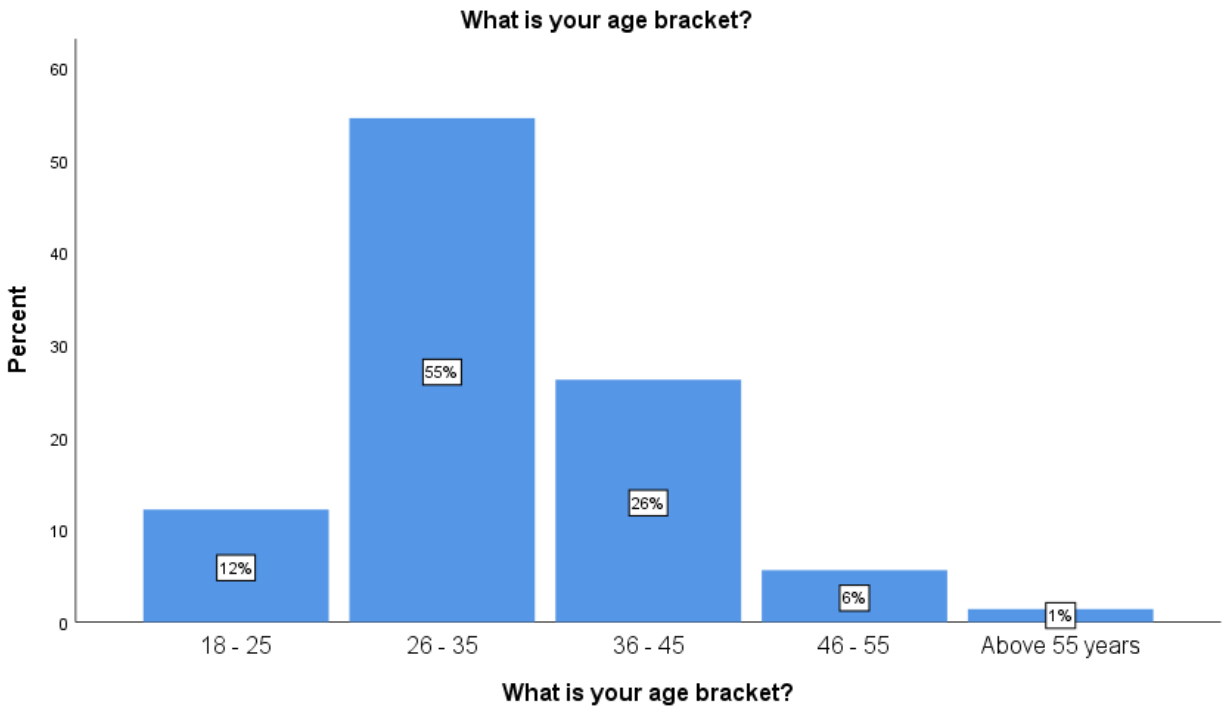
**Figure 16: Years of experience doing CSI at current organisation**




*Source:* Primary Data

The age bracket that had the highest CSI practitioners was 26-35 which had over half the respondents, 233 (55%). This was followed by the 36-45 age group which had 112 (26%) which of the total respondents ($N$ = 427). However, Figure 17 showed that the lowest age group of respondents was the above 55 category which only had 6 (1%) of the total respondents. Therefore, the data showed that the majority of the respondents conducting the CSI initiatives from our sample were youth (below the age of 40).

**Figure 17: Age group of respondents**

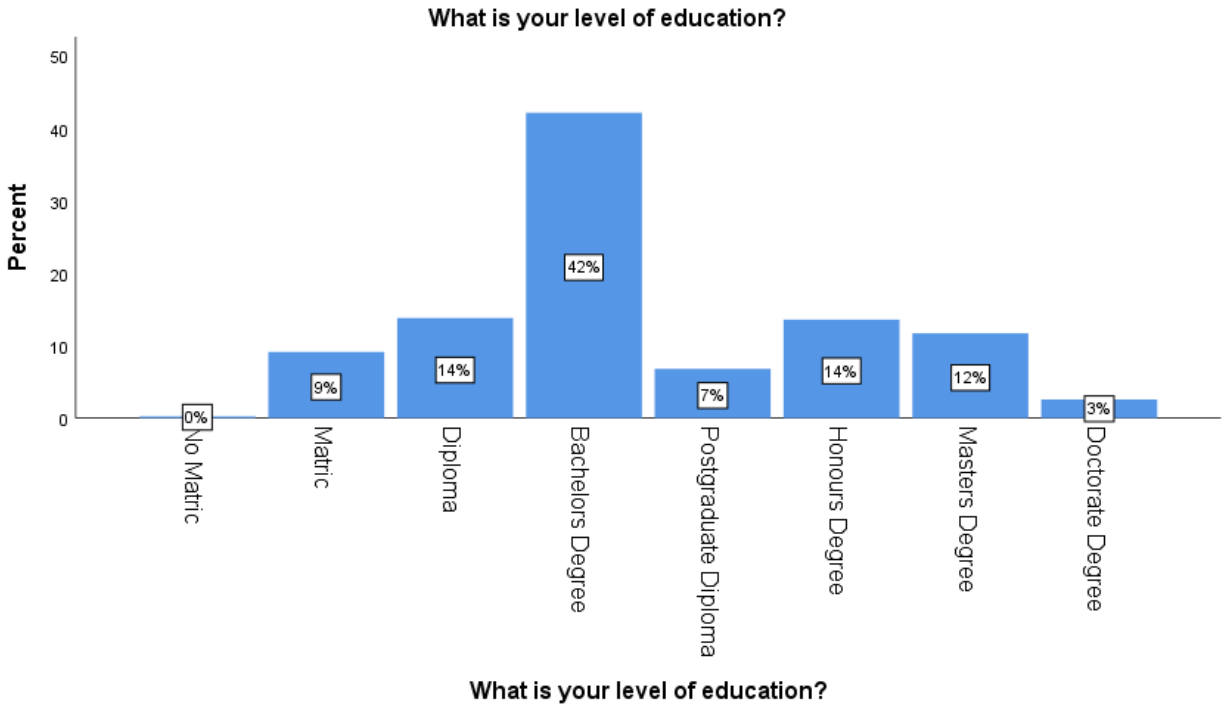



*Source:* Primary Data

Almost everyone who responded had at least a Matric education apart from one respondent as shown in Figure 18. Most respondents, 180 (42%), had an undergraduate degree. There was an equal percentage who had a lower qualification in the form of a Diploma, 59 (14%), as did a higher qualification of an Honours Degree, also 58 (14%). The second lowest qualification of the respondents were the Doctorate Degree, 11 (3%). Therefore, it was evident that every respondent was educated enough to understand and respond to the survey and that education was valuable to the respondents conducting CSI initiatives within their organisations from those that participated. This was emphasised by the fact that the majority of respondents had education higher than a Diploma, 328 (78%). Additionally, this could be a possible

explanation for the less than six years' experience of the respondents at their current company conducting CSI initiatives.

**Figure 18: Level of Education**



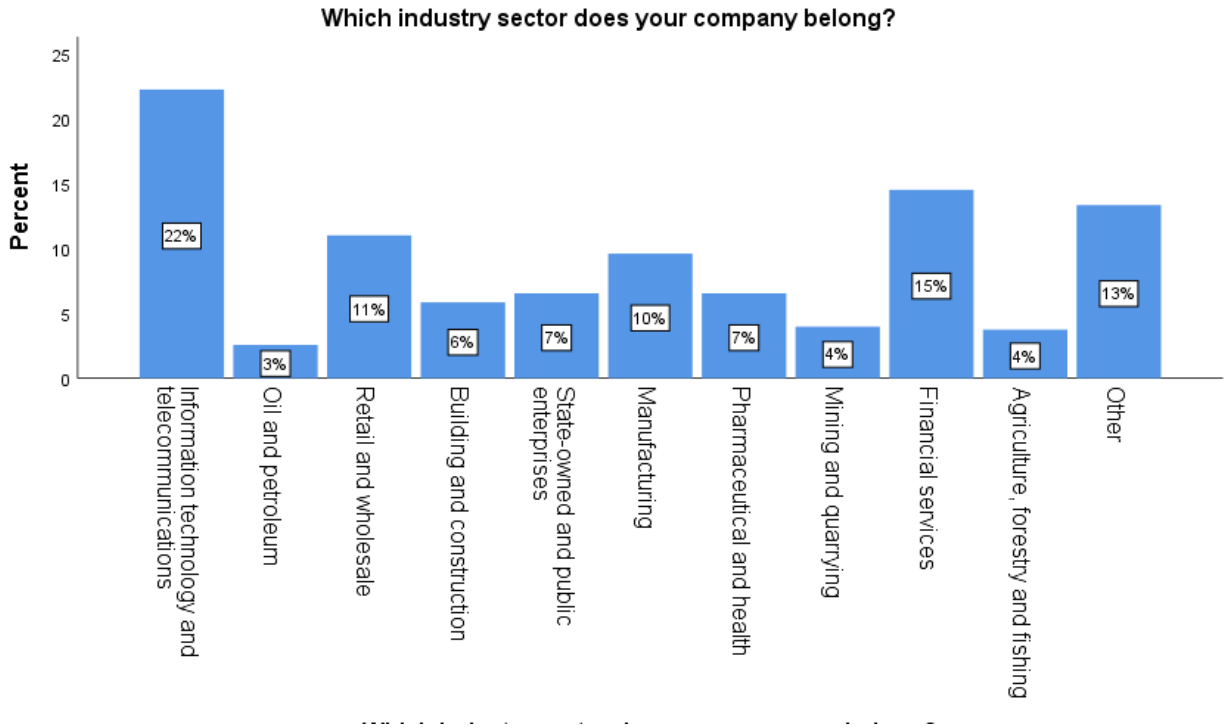

*Source:* Primary Data

### 4.7.2 Relevant constructs to measuring social impact

The data showed that the Information technology and telecommunication industry contributed the most to CSI with 95 (22%) of the respondents. These were closely followed by the Financial industry with 62 (15%). However, it was not clear which industry was third although the numbers were as high as 57 (13%) as these were stated as "Other". However, Figure 19 shows that there was greater clarity at the tail end of this with Oil and Petroleum industry having 11 (3%) as the lowest. The differences were so little with the next two lowest industries which were the Agriculture, Forestry and Fishing industry with 16 (4%) followed by Mining and

Quarrying with 17 (4%). However, the data showed a wide-spread in the industries of companies that represented CSI initiatives being conducted in South Africa.

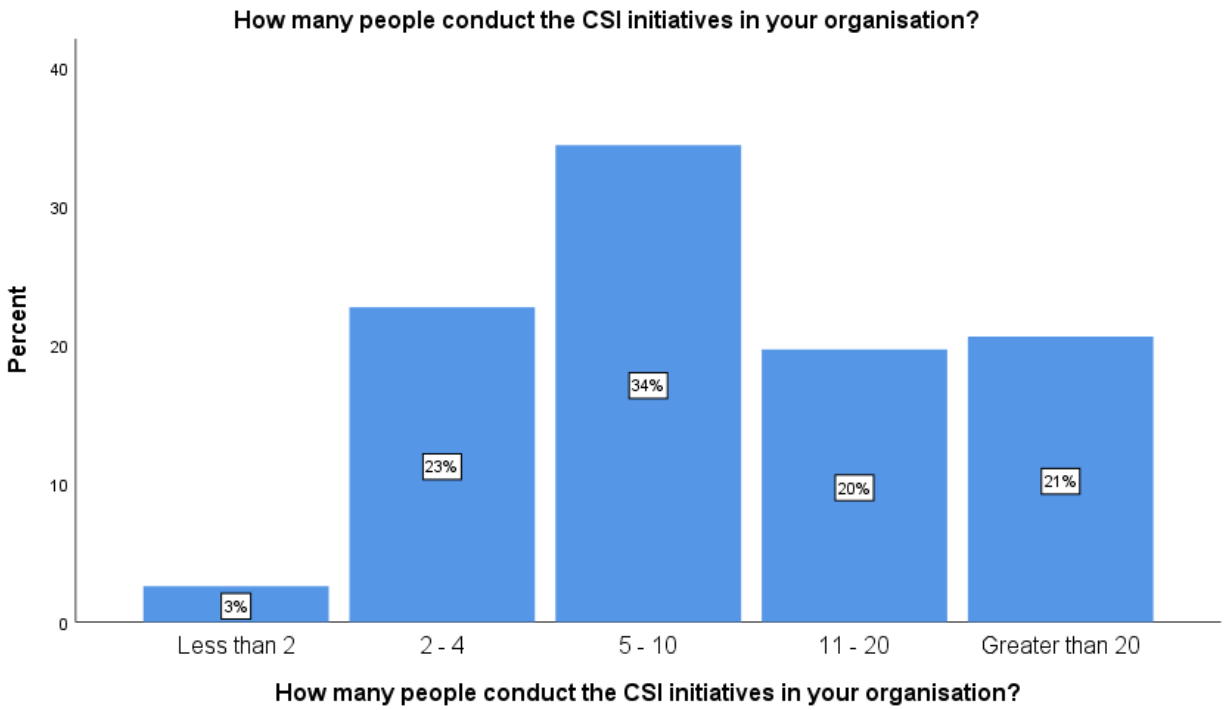
**Figure 19: Industry in which company doing CSI operates in**




*Source:* Primary Data

The data showed that of the respondents that participated in the research organisations had dedicated staff conducting CSI initiatives. Only 11 (3%) had a small staff compliment implementing CSI initiatives with less than two personnel. At least 319 (75%) of the respondents indicated that their organisations had a staff compliment of more than five people conducting CSI initiatives. The respondents indicated that 5 – 10 personnel conducting CSI in an organisation was the highest category with 147 (34%) of the respondents reporting this as depicted in Figure 20.

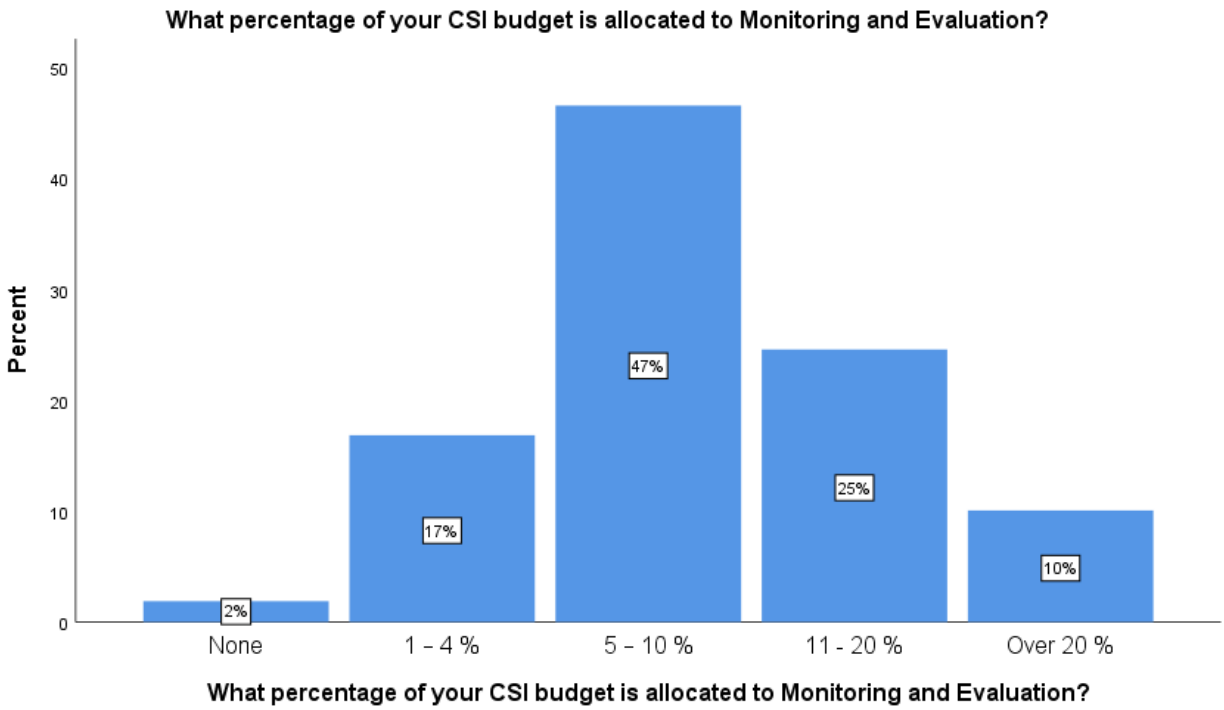
**Figure 20: Number of employees conducting CSI**




*Source:* Primary Data

The majority of 411 (96%) had a monitoring and evaluation policy in place for their CSI initiatives. Only 16 (4%) did not have a monitoring and evaluation policy in place for their CSI initiatives. This showed that measuring social impact of the CSI initiatives was important to most organisations as further highlighted by the 419 (98%) respondents that indicated that their organisations had a monitoring and evaluation budget for their CSI initiatives. Most respondents, 304 (72%) indicated that their companies allocated between 5 -20% of the CSI budget to monitoring and evaluation of their CSI initiatives of which 199 (47%) allocated between 5 – 10 % while the other 105 (25%) allocated 11 -20% as shown in Figure 21.

**Figure 21: CSI Budget allocated to monitoring and evaluation**




*Source:* Primary Data

The data showed that most of the CSI work was conducted in two provinces, 256 (60%). This was split between Gauteng 192 (45%) was the location where the most CSI initiatives were conducted followed by KwaZulu-Natal 64 (15%). This is no surprise as most of the respondents indicated that their companies were based in these two locations to the value of 255 (60%). However, no data were provided by 42 (10%) of the respondents about the location of their CSI initiatives and 45 (11%) about the location of their organisations. Notwithstanding, CSI initiatives were least conducted in the Northern Cape with only 2 (0.5%) respondents indicating that this is where they conduct them, 6 (1%) Nationally and 7 (2%) in North-West.

## 4.8 Inferential statistics

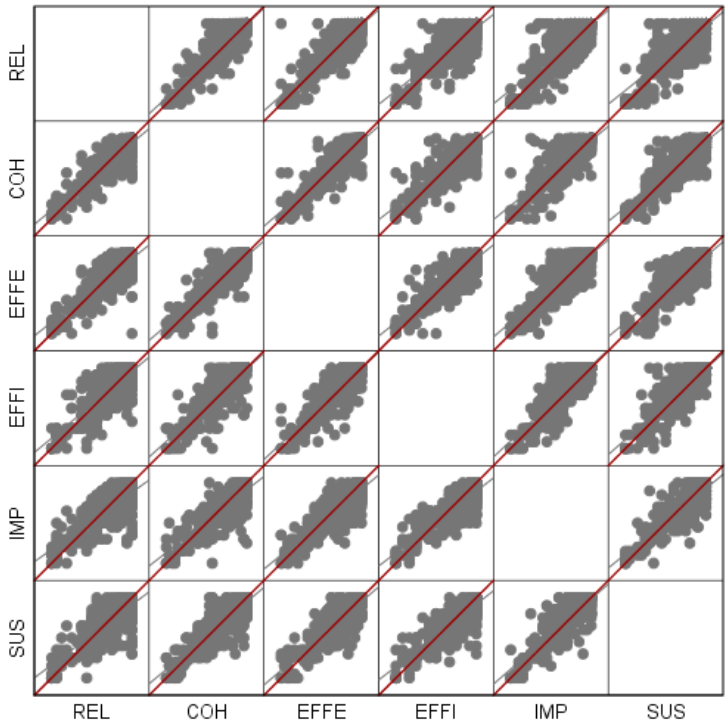
### 4.8.1 Testing the multivariate analysis assumptions

In our research we had six variables of which we had a different number of items per variable. These are from the Organisation for Economic Co-operation and Development's (OECD's) Development Assistance Committee's (DAC's) criteria which are detailed in Chapter 2 (section 2.5). There were four items describing relevance, seven items describing coherence, six items for effectiveness, three for efficiency, five for impact and five for sustainability. Therefore, to successfully run our statistical tests we transformed those items into variable that we could use. We first began by running the tests for assumptions for the variables then we ran the regression analysis for the relationship of the predictors to the dependent variable.

#### 4.8.1.1 Assumption 1: Outliers and linearity

We started off by plotting the scatter plot for all the variables and added their corresponding regression lines. Figure 22 does not give us any evidence of outliers and therefore based on this data we assumed the absence of any outliers. In our analysis of the scatter plot matrix our focus was on the fifth column which represented the dependent variable (Impact) because we wanted to see its relationship with the independent variables in particular to meet this assumption.

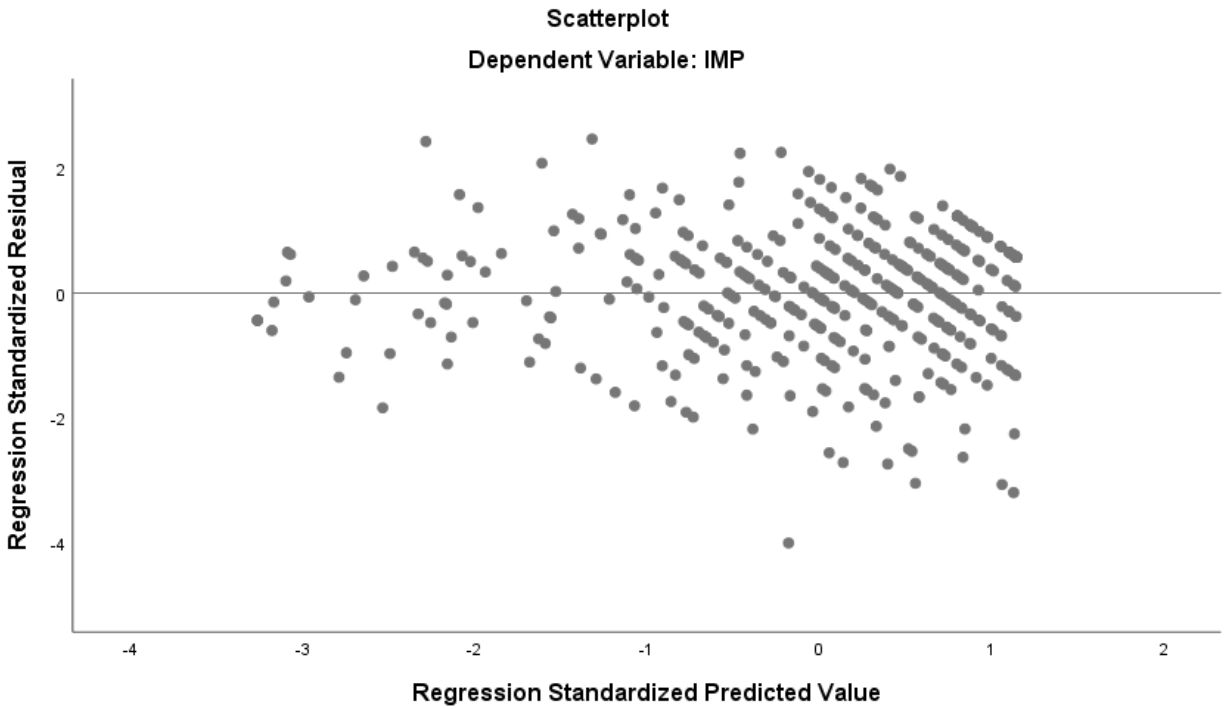
**Figure 22: Scatter plot matrix for all variables**




*Source:* Primary Data

Additionally, Figure 23 showed that the standardised residuals were scattered around the mean of the data and there were no other patters exhibited by the data which led us to suggest that the data were linear. Plonsky and Ghanbar (2018) uphold the assumption of linearity being achieved if there is a linear relationship between the predicted dependant variable and the prediction errors and this was supported by the regression lines in Figure 22 and suggested in Figure 23. However, Figure 23 also proves homoscedasticity because we were satisfied that the residual variances were relatively constant similarly around all predicted values of the standardised dependant variable. The standardisation allows us to make comparisons (Plonsky & Ghanbar, 2018; Field, 2018).

**Figure 23: Plot of residuals against predictor variable**




*Source:* Primary Data

### 4.8.1.2 Assumptions 2: Multicollinearity

Multicollinearity exists when there is strong relationship between the independent variables (Uyanık & Güler, 2013; Field, 2018). We used the tolerance, which is supposed to be >.1 and the variance inflation factor (VIF), which is supposed to be below or equal to ten to conclude that our data did not violate this assumption. Table 10 illustrated these two values for all the independent variables. All our independent variables had a tolerance of >.1 and a VIF below or equal to ten.

**Table 10: Measures for multicollinearity**

| | | Collinearity Statistics | |
|---|---|---|---|
| Model | | Tolerance | VIF |
| 1 | (Constant) | | |

| | | |
|---|---|---|
| REL | .206 | 4.860 |
| COH | .154 | 6.497 |
| EFFE | .164 | 6.092 |
| EFFI | .202 | 4.943 |
| SUS | .234 | 4.268 |

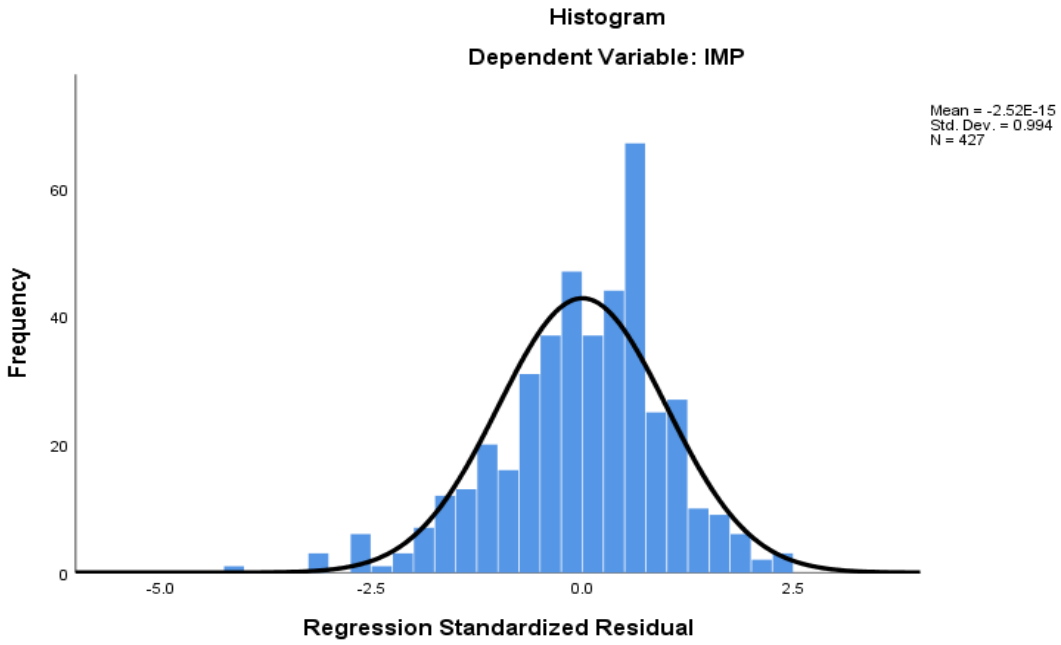
*Source:* Primary Data

Additionally, we looked at our correlation matrix which none of the relationships between the independent variables showed a relationship of r > .9 which Field (2018) says would be the level that fails the assumption. Therefore, we accepted this and found no correlation between the independent variables in our model.

#### 4.8.1.3 Assumption 3: Normality of residuals/error

In addition to the scatter plot already used to indicate linearity and identify outliers which also shows normality of the residuals we used two other methods to determine normality of residuals. Figure 24 illustrates the bell-shaped curve of the standardised residuals of the values of the dependant variable (impact). By so doing we were able to accept this assumptions existence from our data.

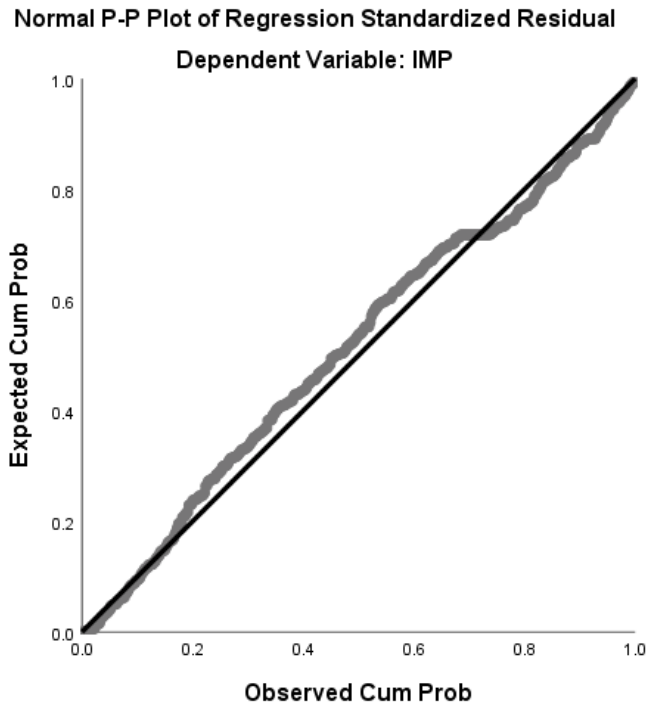
**Figure 24: Histogram for the normality of standardised errors**




*Source:* Primary Data

Lastly, Figure 25 showed that the standardised errors followed the linear projection of the normal P-P plot of regression standardised residuals. This consistency along the line allowed us to verify the assumption of normality of residuals and provided us with further evidence for making our decision to accept the normality of residuals' assumption.

**Figure 25: P-P Plot for normality of residuals**




*Source:* Primary Data

### 4.8.2 Regression analysis for social impact of CSI initiatives

Our research was conducted to answer our research questions and achieve our research objectives. Our specific question was "what was the relationship between social impact (dependant variable) and CSI/CSR (independent variable), if any"? The accompanying research objective was to review the relationship of social impact (dependant variable) of CSI initiatives in South Africa had with the various DAC criteria (independent variable). Therefore, we argued that for a CSI initiative to achieve social impact there must be a positive relationship with its DAC prescribed predictor variables. These are relevance, coherence, effectiveness, efficiency and sustainability. We did this using multiple regression analysis in SPSS.

In the regression analysis we performed, we turn to Table 11 which showed the β coefficients for each of the variables we used in the regression equation. Our data showed that sustainability (β = .358, $t$ = 7.779, $p$ = .000) and efficiency (β = .343, $t$ = 6.912, $p$ = .000) made the largest contributions to the model. Their contribution was significant at $p$<.001. However, coherence (β = .007, $t$ =.127, $p$ = .899) and relevance (β = .032, $t$ = .642, $p$ = .521) made the smallest contributions to the model and were both not statistically significant contributions to the model because $p$ >.05. We left them in the model due to the regression analysis properties we presented (Uyanık & Güler, 2013). Additionally, looking at the unique individual contributions of the predictors relevance (β = .032, $t$ = .642, $p$ = .521), coherence (β = .007, $t$ =.127, $p$ = .899), effectiveness (β = .203, $t$ = 3.689, $p$ = .000), efficiency (β = .343, $t$ = 6.912, $p$ = .000) and sustainability (β = .358, $t$ = 7.779, $p$ = .000) positively predicted social impact of CSI in South Africa. This suggests that CSI initiatives in South Africa that have relevance, coherence, effectiveness, efficiency and sustainability can achieve social impact on the purported beneficiaries that they serve or are meant to serve.

Furthermore, our data showed that a unit increase in relevance was associated with a .032 increase in the social impact of CSI in South Africa, all other things being equal. It also showed that a unit increase in coherence was associated with a .007 increase in the social impact of CSI in South Africa, all other things being equal. Similarly, a unit increase in effectiveness was associated with a .203 increase in the social impact of CSI in South Africa, all other things being equal. Additionally, a unit increase in efficiency was associated with a .343 increase in the social impact of CSI in South Africa, all other things being equal. Lastly, a unit increase in sustainability was associated with a .358 increase in the social impact of CSI in South Africa, all other things being equal.

**Table 11: Beta Coefficients for the regression analysis**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | .291 | .093 | | 3.115 | .002 |
| | REL | .029 | .046 | .032 | .642 | .521 |
| | COH | .007 | .056 | .007 | .127 | .899 |
| | EFFE | .200 | .054 | .203 | 3.689 | .000 |
| | EFFI | .311 | .045 | .343 | 6.912 | .000 |
| | SUS | .346 | .045 | .358 | 7.779 | .000 |

*Source:* Primary Data

Our regression analysis produced the regression equation below:

Social Impact/Impact = Successful implementation of CSI Initiative

$$= \beta_0 + \beta_1 (\text{Relevance}) + \beta_2 (\text{Coherence}) + \beta_3 (\text{Effectiveness}) + \beta_4 (\text{Efficiency}) + \beta_6 (\text{Sustainability}) + \varepsilon$$

$$= .291 + .032 (\text{Relevance}) + .007 (\text{Coherence}) + .203 (\text{Effectiveness}) + .343 (\text{Efficiency}) + .358 (\text{Sustainability})$$

For the test of the fit of the model we used the $R^2$ which defines the amount of variability the independent variables contributed in the dependent variable (Hoyt, Leierer & Millington, 2006; Kelley & Bolin, 2013; Uyanık & Güler, 2013; Plonsky & Ghanbar, 2018; Field, 2018). In other words, the amount of influence that affects social impact/ impact that can be attributed to the independent variables in our model. Therefore, we found that $R^2 = .791$ which meant that our five model independent variables accounted for/explained 79.1% of the variance in impact of CSI initiatives which was our dependent variable. Therefore, it is safe to also say that only 20%

of the variance in the impact of CSI initiatives was accounted for by chance or other variables that were not the predictor variables in our model. That said, we can say that our dependant variables are a great measure for the impact of social investment in South Africa as shown in Table 12 in our sample.

**Table 12: Fit of regression model**

**Model Summary[b]**

| | | | | | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .889[a] | .791 | .788 | .41992 | .791 | 318.059 | 5 | 421 | .000 |

a. Predictors: (Constant), SUS, REL, EFFI, EFFE, COH

b. Dependent Variable: IMP

*Source:* Primary Data

Our analysis of variances (ANOVA) statistics showed that our five independent variables significantly predicted the impact of CSI initiatives in South Africa, $F(5, 421) = 318.059$, $p < .001$, which indicated that the five independent variables in our study had a significant impact on impact, our dependant variable. Table 13 illustrates our analysis. This confirmed that our model fit was significant at the *p*-value was below .001 ($p = .000$).

**Table 13: F-Statistic**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 280.420 | 5 | 56.084 | 318.059 | .000[b] |
| | Residual | 74.236 | 421 | .176 | | |
| | Total | 354.656 | 426 | | | |

a. Dependent Variable: IMP

b. Predictors: (Constant), SUS, REL, EFFI, EFFE, COH

*Source:* Primary Data

## 4.9 Conclusion

The chapter presented the results of our exploratory mixed-methods research's qualitative and quantitative data collection. The data collection instrument for the qualitative phase was an established one developed and proved in the 1960s and therefore, passed the trustworthiness (credibility, dependability, transferability, and confirmability) test. The quantitative instrument was adapted from a reliable and valid DAC criteria established in 1991 and the reliability and validity of the instrument was shown in Chapter 3. Therefore, it passed the test for both. The sampling for the qualitative phase was convenience and snowballing and the sample size was 32 after data saturation was reached in three provinces in South Africa (Mpumalanga, Western Cape and Gauteng). For the quantitative phase, we used quota sampling methods and targeted 385 respondents but got an acceptable 427 complete responses.

We answered our first research question: What is the social impact of CSI in South Africa? The source of motivation for CSI initiatives in South Africa revealed There is an alignment that the source of motivation for conducting the CSI is and should be centred around the purported beneficiaries. The sources of power theme told there needs to be better alignment and inclusivity between those who have the power and control of the resources and those who are purported beneficiaries. The sources of knowledge for CSI initiatives in South Africa revealed that those who provided knowledge of CSI initiatives were detached from the realities of the purported beneficiaries and rendered the initiatives inadequate. Lastly, the source of legitimacy theme revealed that the CSI initiative process excluded the worldviews shared by the purported beneficiaries. However, these four themes had three sub-themes each that elaborated these four critical findings as dictated by the CSH theoretical framework we relied on for this research phase. However, while a lot of participants agreed that the CSI initiatives in South

Africa made some difference in their lives, they noted that they fell short and did not take them to the next level therefore, hampering sustainability in the long run.

The quantitative phase answered the question of whether there was a relationship between CSI initiatives (independent variable) and social impact (dependent variable). The independent variable was represented by the remaining elements of the DAC criteria (relevance, coherence, effectiveness, efficiency and sustainability). Before performing our simple linear regression analysis we performed the multivariate analysis of assumptions. These were (i) outliers and linear, (ii) homoscedasticity, (iii) multicollinearity and (iv) normality of standardised error. None of these assumptions were violated and therefore we accepted all the assumptions. Therefore, we argued that for a CSI initiative to achieve social impact there must be a positive relationship with its DAC prescribed predictor variables. Our model explained 79% of the variance made by the independent variables on the dependent variable and that CSI initiatives had a significant impact on social impact derived.

As described in Chapter 2 (section 2.4) the analytical themes of the theoretical framework provided an opportunity for a systematic analysis of the social impact of CSI in South Africa in the forgone sections above. In summary, evidence from the study was presented to address the issues presented in the problem statement which explicitly, in turn, addresses the research questions. The next chapter will now discuss the results presented in this chapter in unison with the literature review presented in Chapter 2 attempting to find linkages between the two.

# 5. DISCUSSION OF FINDINGS

## 5.1 Introduction

The main purpose of this section was (i) to address the research problem, (ii) to answer the research question and (iii) achieve the research objective. The research problem is that South African companies are overstating the social impact of their CSI initiatives resulting in the sustenance of inequality, poverty and unemployment (unintended social impact) instead of alleviating it (intended social impact). This state of affairs has resulted in limited to no social impact and poor accountability signaling a systematic issue within the CSI profession as it was practiced in South Africa. As a result, there had been no known systematic assessment of the social impact of CSI in South Africa from a critical systems heuristics perspective to date nor attempts to explore relationship with beneficiation to intended beneficiaries, whether good or bad. Therefore, we aimed to assess the social impact of CSI in South Africa from 2012 and offered a model to improve them.

The accompanying research questions were:

1. What is the social impact of CSR/CSI in South Africa? (RQ1)
2. What is the relationship between social impact (dependant variable) and CSI/CSR (independent variable), if any? (RQ2)

The corresponding research objectives were:

1. We explored the effect (if any) of corporate social investment on achieving social impact in South Africa from 2012. (RO1)

2. We explored the relationship of social impact (dependant variable) had with the independent variable. (RO2)

This Chapter starts with a focused response to the research question. Following this is a discussion guided by CSH and valuing that provide a broader response routed in literature and the theoretical framework. The chapter ends with the conclusion.

## 5.2 Key findings

The qualitative phase of our research found that attention should be given to things when considering the social impact of CSI in South Africa. First, what the sources of motivation for CSI initiatives in South Africa are. Second, what are the sources of power and balances required. Third, what knowledge is required for CSI initiatives. Fourth, what legitimises the former three sources of influence in CSI in South Africa. Lastly, this phase discusses the identified social impact of CSI based on these findings. The quantitative phase of our research suggests that there is a positive predictive relationship between the DAC criteria of relevance, coherence, efficiency, effectiveness and sustainability to social impact.

## 5.3 Phase 1: Qualitative Data Discussion

### 5.3.1 What is the social impact of CSI?

Akin to what any well-thought-out initiative should achieve, the data showed a social impact of CSI initiatives supported by two major Financial Institutions in South Africa. However, this further highlights what the literature argued of whose voice should be the focus of CSI initiatives in South Africa, the minority (who often are the purported beneficiaries) or the "public interests" (who often tend to be solely those with the resources conducting the well

though initiatives, hence the opening and closing quotes) (Datta, 2011; Gates, 2018). Similarly, Julnes, 2012a and Gates, 2018 rightfully argue that it is a murky space with no definitive view on the selection and justification of judgments to be used. However, we contest that it is impossible to have judgements for the people without the people and rather a tick box exercise for those who invested money in CSI initiatives to see if they have executed their desires well. We further concede that this is how the status quo does not improve but worsens.

Be that as it may, when boldly asked what the social impact of the CSI initiative participants took part in, the response was a conflicted view. This can be traced back to the answers provided using CSH's 12 boundary judgment questions. Nevertheless, the data show clarity in the gratefulness for the CSI initiative and this should not mistakenly be construed to mean the same thing as social impact. With this, stakeholders and evaluators should be able to shift focus and make things clearer to themselves and purported beneficiaries by contextualising valuing in evaluation, which is currently murky (Julnes, 2012b; Patton, 2012; Gates, 2018). More often than not, the data show that the participants did not have the knowledge and skills acquired during the CSI initiative. Nevertheless, we agree with Gates (2018), who also revealed the myriad of literature emphasising explicitly stating value judgments in evaluations—a sentiment shared by the American Evaluation Association (AEA) Guiding Principles.

However, the programme was not complete in its implementation because they felt more still needed to be learnt, for example. It appears from the data that there is a top-down approach that tends to neglect the real needs of the Respondents. Correctly so, the AEA was against the selectivity and partiality of using a single valuating method because this was a daunting task with too many variables (Morris, 2012). Therefore, CSI initiatives in South Africa need to be more inclusive. However, the reflectiveness allowed by CSH was able to showcase the bottom-up

approach that provided suggestions to fill in the gap between the misconceptions presented by the former approach to CSI in South Africa. Furthermore, Julnes (2012a) argued that evaluations of programmes, projects and policies aimed to ensure that the quality of these social issues was adequate in dealing with such social issues. However, clarity on determinants (values) lacks consensus. He argued of (i) prescriptive valuing, which was based on traditions and (ii) descriptive stakeholder values as the two criteria for justification of valuing. We contend that this is the same situation with CSI initiatives in South Africa and should be changed to the bottom-up approach argued earlier

### 5.3.2 CSH in CSI

The affected in CSH for our research are the purported beneficiaries of CSI initiatives in South Africa, while those involved provide the resourcing and making the decisions. CSH was designed to bridge the gap between positivist and interpretivist perspectives to systems thinking by presenting the emancipatory strand (Flood & Jackson, 1991; Reynolds, 2007; Gates, 2018; Ulrich & Reynolds, 2020). With this should come emancipation from the inequalities and poverty exacerbated by apartheid and colonialism, for which our study shows a concerning divide that could be attributable to the disconnect that is very apparent between those involved and the affected. The government needs to step in to enforce laws that remind everyone that the CSI system has deep roots in apartheid and colonialism. Therefore, for it to serve its purpose as situated in the country's history, there is a severe need to disassociate ourselves from its global meaning and let it be contextualised locally to redress the effects of these suppressive systems.

#### 5.3.2.1 Motivation source

Our data suggested that when designing CSI initiatives, the main beneficiaries should be the participants of communities the initiatives are conducted. This way not only will they benefit, but they can spread the benefit to their extended communities through using what was learnt from the initiatives within the communities they live. However, the data also showed that there is recognition that everyone within the value chain should be a beneficiary including the companies that fund the CSI initiates themselves. Therefore, to achieve the ambitious goal of the opening quote of the research in Chapter 1 for businesses to be actively involved in the alleviation of poverty our research shows there is a need for reconsideration in the way CSI is implemented. Correspondingly, 59% of corporates align their CSI with the SDGs, while 54% align their CSI with the NDP (Trialogue, 2020). These statistics purport that while still falling short of 100% alignment with SDGs and the NDP there is a considerable contribution by CSI to achieving these goals.

This could not be far from the truth as our results suggest the current top-down implementation of CSI is yielding results (outcomes and impacts) that are aligned to the logic frameworks applied. However, they do not necessarily address the real matters that would then contribute to the lowering of poverty, unemployment and inequality in South Africa to better supporting the alignment CSI initiatives have to SDGs and the NDP. Usually, social impacts are associated with users (beneficiaries). Therefore, we agree with Serje (2017) that social relationships were a product of history and can be redesigned, improved or abandoned. Our social relationship being the relationship between the implementors of the CSI initiatives and the beneficiaries and redesigning and improvement being the preferred options where abandonment is a distant last resort. Without such consideration, the data suggested that the purported

beneficiaries could potentially miss the benefit for which the initiative was set out. Therefore this could potentially result in a lack of interest in participation in the initiative and ultimately loss of money through irrelevant usage of a CSI initiative that does not reflect the needs of the purported beneficiaries in the communities.

Consequently, there will be divergent views of what the CSI initiative funders consider success and what the purported beneficiaries consider as success. This is due to the misconception of the needs and purpose of the CSI initiative for the particular intended beneficiaries. Although we used CSH, we reached the same conclusion as Noyoo (2016), who used social policy. The conclusion was that much potential lies in the advancement of social impact from CSI in South Africa. Additionally, Noyoo argued linking such an approach to social policy in the region would benefit the region more. However, to have that shift in mindset alluded to earlier for business to aid poverty eradication requires firms to accept CSI as an integral part of their value-chain that makes them wealthier, not poorer. Nevertheless, we are less reluctant to use this argument to motivate businesses to take CSI more seriously. Furthermore, Margolis & Walsh (2003), Matten, Crane & Chapple (2003) as well as Maas & Boons (2010) argue when it comes to the fields of the environmental and social impact CSR (i) is invaluable to society (therefore, as a waste of resources and time for everyone), (ii) a public relations activity meant to greenwash everyone and (iii) enlightened self-interest.Therefore, to achieve success that provides an impact that is acknowledged by the purported beneficiaries, the data suggest the CSI initiatives be developed after consultation with the communities the organisations intend to serve. This way resources are properly allocated and efficiently used.

#### 5.3.2.2 Power source

Following through with that understanding, it was no surprise that the data showed there was confusion regarding who should control the resources. However, it did suggest that the purported beneficiaries would be better placed to control the resources and make decisions for the CSI initiative. The possible reason for this was they felt that their understanding of needs was better than those more distant to them in the communities they stayed in. Therefore, they would be able to utilise the CSI funding better without the current red tape associated with how things are done. However, according to Noyoo (2016), we will continue seeing theories from commerce, including auditing, accounting, finance, business, business management, economics, and strategy fields dominating literature and widening the gap with practice. This would mean that only business impacts and financial results get measured, ignoring that social goals were the epicentre of their business operations (Maas & Liket, 2011b). Therefore, for this to change successfully, there would be an acceptance that structures would have to be designed for control and accountability. Additionally, the data pointed to the acceptance that the government would also be included in these structures.

Without these, the data suggested that the purported beneficiaries found it difficult to sustain, grow, operate seamlessly and be relevant within their communities. It is highlighted by their inability to purchase what they require when they require it because the control lies elsewhere with divergent priorities and timelines. The data also proposed that to facilitate better outcomes from the control of resources being decentralised to the communities from the funders, there be mentors that can assist them throughout and after the initiative. By doing this, we make our humble contribution to changing the statistics found in the Barnett, Henriques and Husted (2020) study. These state that CSI literature is spread as follows: (i) 30 (43%) were on CSR

activities, (ii) 35 (51%) focused on outputs which are products of activities and (iii) only 4 (6%) on results (outcomes & social impact). It was not enough to detach from them completely after the CSI initiative ended.

Ultimately, the data advocated for a system that is decentralised and focused on the strengths of everyone in the value chain of the CSI initiatives. This entailed removing operational powers from the funders to someone closer to the purported beneficiaries for the efficiency and effectiveness of operations. Additionally, this led to correct policies like the Black Economic Empowerment Act in 2003 (Babarinde, 2009; Hamann, 2009; Arya & Bassi, 2011). Unfortunately, critics of this policy incorrectly, misguidedly and forgettingly argue that it is reverse apartheid. On the contrary, we contend that it is not because the real purpose is to progressively correct the disparities created by the apartheid system by redistribution of ownership and upskilling of all non-whites and previously disadvantaged groups as broadly defined in the Act (Esser & Dekker, 2008; Hamann, 2009; Arya & Bassi, 2011; Ramlall, 2012). It is this emancipation that led us to explore the social impact of CSI in South Africa, making the mind-shift to remind academics, practitioners and all other stakeholders in CSI that social impact should be the heartbeat of CSI. However, it is not entirely so if it is not considerate of the purported beneficiaries (the affected). Therefore, CSI should reflect on its commitment to ensuring the social development of the communities (de Jongh, 2009). This, concurs with our data that the current centralised system appeared to be unpopular with the purported beneficiaries. It is this reflectivity advocated by our theoretical framework that allowed us to critical in our consideration of the location of power within the CSI initiative. Additionally, by challenging the current location of resources and advancing a different positionality provided us

the ability to be heuristic as defined in the literature (Ulrich & Reynolds, 2010; Arya & Bassi, 2011; Ramlall, 2012).

#### 5.3.2.3 Knowledge source

With this decentralisation, the data implied that the knowledge that was needed for the successful implementation of the CSI initiatives would be guided by the government and implemented by the management of the businesses. What is important to note here is that there is a belief that government and management have a deeper understanding of the needs of the purported beneficiaries than the funders. Therefore, they were better situated to provide the requisite knowledge which is contextualised and tailored specifically for the purported beneficiaries. Ulrich argued that to be competent, we must ask the correct questions rather than rely on what we find from experts, which is more problem-solving than learning and solution-finding and questioning (Ulrich, 2003; Ulrich & Reynolds, 2010). Hence, we encouraged purposive collaboration rather than compliance collaboration for genuine social development to yield social impact that can truly alleviate the poverty, inequality, and unemployment that is rife in South Africa. With such purposefulness, CSI can be practised for the intention it initially adopted to reverse the suppressive consequences of apartheid and colonialism in South Africa. There is no one-size-fits-all solution to practising CSI in such a manner. Therefore, we should cease falling into the trap of thinking a copy-and-paste global practising of CSR is practical in our context.

Following this, the data points to the chances of adequate knowledge being exercised throughout the CSI initiative. In other words, providing the appropriate people who were informed of the CSI initiatives would be reflected in the adequacy of the design of the CSI initiatives. Using the systems thinking and complexity science approach proposed by Gates

(2016), we noticed that the CSI initiatives under our study were developed using traditional practice and assumptions for social problem-solving. A possible explanation would be the deeper understanding of the purported beneficiaries provided by the knowledgeable implementers of the CSI initiatives. We are also able to confirm that using CSH would enable evaluators to use the reflexivity it provides according to Ulrich (1987) and modified by Ulrich & Reynolds (2010) to constantly interrogate assumptions used by CSI implementors and planners when solving social problems. This critical examination of their assumptions reduces (i) policy resistance, (ii) negative unintended results and (iii) increases the success of CSI initiatives.

## 5.4 Phase 2: Quantitative Data Discussion

Explorative sequential mixed-methods refers to a two-phase research methodology that begins with phase one being qualitative and phase two is a quantitative aspect of the proposed research (Creswell, Klassen, Plano Clark & Smith, 2011; Creswell, 2012; Caruth, 2013). As described earlier in Chapter 3 (section 3.3) this is the approach we took for our research. Phase one of our research set out to explore what the social impact of CSI initiatives in South Africa was from the perspective of the communities who are the purported beneficiaries. The discussion is in the preceding section above. This section presents the discussion of the second phase of our research which sought to answer the question what is the relationship between social impact (dependant variable) and CSI/CSR (independent variable), if any? CSI/CSR was represented by the variables defined in the DAC criteria which had been raised as issues during the first phase of the research by the interviews conducted. The justification for selecting this method lies in the method's suitability to a complex and novel phenomenon with little to no theory or frameworks available, such as the social impact of CSI in South Africa (Almeida, 2018). Therefore, our

proposed emphasis was on the qualitative data and this is consistent with Halcomb & Hickman (2015), who argue an exploratory sequential method is best suited in such circumstances. Therefore, as Creswell, Klassen, Plano Clark & Smith (2011) argue, the qualitative phase defined the unearthed variables, which were then confirmed to be good variables to measure social impact of CSI initiatives in South Africa by statistical tests during the quantitative phase.

### 5.4.1 What is the relationship between social impact (dependant variable) and CSI/CSR (independent variable), if any? Adequacy of the Model

We saw during our data analysis that all Cronbach's alpha for the variables significantly showed that the items used to measure the variables did indeed provide measures for the variable. They were all $\alpha > .8$ ( $p = .05$). This is consistent with the literature which confirms that relevance, coherence, effectiveness, efficiency and sustainability are all good measures of development aid that should have an impact (the sixth variable). Therefore, we are of the view that just like the DAC criteria improves (i) effectiveness of development aid, (ii) the relationship DAC members had with governments in transitional and developing countries, (iii) quality of aid and (iv) quantity of aid (OECD, 1992; Chianca, 2008) it can do the same for CSI initiatives in South Africa. Supporting, Picciotto (2020) rightfully acknowledges that to account for the ever-changing development standpoints maintaining credible and reliable ways to assess projects there was a need to go beyond the cost-benefit evaluation technique and replace it with more rigorous option provided by the DAC criteria.

The results also confirmed that the DAC criteria provided best practices for organisations providing aid in various countries (Kim & Lighfoot, 2011) showing $R^2 = .791$. This means that our model's independent variables could not explain only 21% of things that could have

influenced the achievement of social impact of CSI initiatives. Therefore, CSI initiatives should ensure that there is due consideration of these variables when they develop their CSI plans and budgets for the initiatives they seek to embark on.

However, incorrect usage of these criteria could encourage the current status quo or contribute to worsening it. Organisations (i) have to do more than just compliance with and (ii) usage of "buzz words" or "key words in the industry", as Hamann (2009) highlighted, the industry is full of buzz words. The issue of being creative with how people use words does not add substance to CSI initiatives and therefore aids rather that alleviates the status quo (Eggers, 2009). Focus of CSI initiatives should be more on changing the status quo than coming up with new buzz words if any change is to come from CSI initiatives (Hamann, 2009; Eggers, 2009). Similarly, Annan (2005) put this clearer when he mentioned how utopian it was to assume that without the broad-based business activity by business, we can overcome poverty. What stood out in his actual quote which is the opening statement of our current research is the notion of presence of business substituting active participation which the compliance and usage we argue here refers to. After all, as Patton (2021) noted, it was the need to improve evaluation of programmes, projects and policy for international (i) humanitarian efforts and (ii) development efforts in countries where development aid was provided by member countries. Similarly, Picciotto (2020) rightfully acknowledges that to account for the ever-changing development standpoints maintaining credible and reliable ways to assess projects there was a need to go beyond the cost-benefit evaluation technique and replace it with more rigorous option provided by the DAC criteria. That said, we are firm on CSI being a charitable activity of business conducted to achieve community relations and development for social good and sometimes commonly known as corporate philanthropy (Fig, 2005; Hamann, 2009). Future organisation

survival is dependent on these activities that are not core business operations and conducted through philanthropic contributions to a critical area like education and health in marginalised communities (Garriga & Melé, 2004; Babarinde, 2009). It is with this understanding and support of our results that we argue that a change from the usual assessment of (i) inputs (e.g. money spent of development initiatives), (ii) outputs of the programmes, projects and policies or (iii) acceptance of economic rate of return as the gold standard for intervention assessments of aid be made for us to see the change sought out from our CSI initiatives (Chianca, 2008; Picciotto, 2020).

### 5.4.2 Legitimacy source

Ultimately, the data strongly suggested the illegitimacy of the CSI initiatives because of the pervasive potential oversight of not involving the purported beneficiaries. It reflected that more had to be done to ensure the active involvement of the purported beneficiaries. Furthermore, it advocated for CSI initiatives that were more conscious of their needs to enable them to attain the expected level of success and for their voices to be heard more. This is suggested by the discussion below.

#### 5.4.2.1 Relevance and Coherence

Nevertheless, this should not be done blindly because then they could overstate the social impact of their CSI initiatives because they would have developed good initiatives and followed logically everything might tie up except the change of the status quo. In other words, the social impact derived will not have a favourable influence on alleviating poverty, unemployment and inequality as Kabir, Mukuddem-Petersen & Petersen (2015) did a qualitative methods study that relied on secondary data. Their results showed that it was unclear whether there was any positive

social impact on people's lives. Instead, corporates could reinforce the inequalities and disparities that corporate CSR/CSI should eradicate by maintaining the status quo. Confirmation of this phenomenon happening is provided by the smaller and insignificant contributions made by relevance (β = .032, *p* = .521) and coherence (β = .007, *p* = .899) in our model. Therefore, we confirm that the relevance and coherence of CSI initiatives should be incorporated more in CSI/CSR models. By doing this the focus can be on outcomes and social impact and in turn CSI initiatives that are more relevant and coherent. As the literature shows, there is a growing body of knowledge that has CSR models trying to link philanthropy and corporate social investment to results (Ebrahim & Rangan, 2014; Wry & Haugh, 2018; Barnett, Henriques & Husted, 2020).

Furthermore, Patton (2021) defines relevance as whether the CSI intervention is doing the right thing and coherence as how well the CSI initiatives fit. However, this vague definition could have misled organisations doing CSI initiatives to mean the CSI intervention is doing the right thing and is fitting well into the organisations' capitalistic or profit-making agenda and therefore influenced them to design their initiatives accordingly resulting in the low results in our study. It is no wonder there is a plethora of literature (Viviers, Ractliffe, & Hand, 2011; Robert, Hinson & Ndhlovu, 2011; Kabir, Mukuddem-Petersen & Petersen, 2015; Urban & George, 2018; Mogapi, Sutherland & Wilson-Prangley, 2019; Ouma, 2020) based on the success of CSI/CSR initiatives but from a business view while that on social impact on societies is overshadowed by the business case which is often at the fore of CSI reporting (Aguilera, Rupp, Williams & Ganapathi, 2007: Maas & Liket, 2011a). While there is truth in the reporting because there would have been a well-thought-out logic model and theory of change it falls short on these two variables because of the incorrectly directed focus. Naturally, it would address issues of (i) legal and economic obligations, (ii) return on investment, (iii) maximising shareholders' wealth, (iv)

CSR performance, and (v) value creation (share value) of philanthropy and corporate social investment.

#### 5.4.2.2 Effectiveness, Efficiency and Sustainability

In South Africa, approximately R10.7 billion was spent on CSI in 2020, with 46% of companies still have fallen short of integrating their overall strategy with the National Development Plan and 48% of companies still falling short of measuring the outcomes of their grants (Trialogue, 2020). To facilitate alignment of national plans and development, there is a growing need to increase accountability and beneficiary social impact by measuring CSI's effectiveness, efficiency and increasing sustainability. This means the resources are being used in the best way for CSI initiatives to achieve the social impact that affects the purported beneficiaries positively. By so doing meeting the NDP and ultimately the targets to alleviate poverty, unemployment, and inequality.

Furthermore, we need a model that can aid in doing this. In our model, we showed that effectiveness ($\beta = .203$, $p < .05$) and efficiency ($\beta = .343$, $p < .05$) and sustainability ($\beta = .358$, $p < .05$) which signified high ability for a change in these variables to influence social impact positively which is what the data suggests CSI initiatives to do in South Africa. Literature shows a shortage of this. For example, it was not overtly apparent what the interpretive frameworks/theories applied for some of the research regarding CSR/CSI, which indicates a theoretical gap in the literature needing bridging. For example, Chakamera (2020) analyses the CSR of non-African founded Multinational Corporations and African internationalisers. His research is overtly visible in the methodology applied to derive his results without clarity on the interpretive framework. Similarly, Hogan, Olson & Sharma (2014) argue that shareholder value is affected by the CSR scoring which rating firms give companies participating in CSR. While

making a brief reference to expanding on Godfrey's research and using a sample from the Bloomberg database from 1 January 2003 to 31 December 2011, the study finds that (i) more is given to communities when the size of the Board is big, (ii) the same applies with a Board with a large number of women, (iii) chances of going bankrupt are reduced, and (iv) for different measures of CSR, the firm score and corporate philanthropy relationship differs. These theoretical gaps are also evidenced in the Kabir, Mukuddem-Petersen & Petersen (2015) and Makka & Nieuwenhuizen (2018) previously described.

## 5.5 Conclusion

We began the chapter by stating it would answer our research questions and address our research objectives and our research problem by discussing the results found in Chapter 4. We did this with the guidance of our theoretical framework, CSH, as stated in Chapter 2 (section 2.6). In this section, it was noted that our four critical findings of sources of motivation for CSI initiatives need to be focused on the beneficiaries. Second, the source of power was skewed to those who had resources and neglected the purported beneficiaries. Third, the source of knowledge showed a distance between what was thought to be the needs of the beneficiary and their reality. Lastly, the source of legitimacy of CSI initiatives is wanting. Additionally, we found that the predictor variables positively influence the social impact of CSI in South Africa.

This was deducted from the 12 value judgements offered by CSH, where each value judgment is in the empirical and normative form. It is through challenging the empirical of the current situation of CSI initiatives in South Africa with the normative of what it should be that we engaged in the discussion of our results in this chapter. Additionally, this normative form allowed us to come up with the recommendations provided in Chapter 6. Also, the DAC criteria

allowed us to establish a positive relationship between the predictor variables and the dependent variable, which we discussed in this chapter.

Most importantly, our research allowed us to close the gap between literature and practice by making an empirical, theoretical contribution using CSH, which has opened the doors for further research into the world of the social impact of CSI initiatives in Africa and beyond. The need for more impactful CSI that reduces (at a minimum) the current status quo of high levels of inequality, poverty and unemployment continues to grow especially in South Africa, where all these are on the rise, yet billions of Rands are spent annually to alleviate them.

Therefore this chapter interrogated the data presented in the results presented in Chapter 4. This was done to explore the social impact of CSI in South Africa. The discussion of these results was guided by the knowledge gap, literature review and analytical themes of the theoretical framework already presented in Chapter 2 and following a similar fashion in Chapter 4. The next chapter concludes the entire research study, providing recommendations, research limitations, and areas for further exploration.

# 6. CONCLUSION, RECOMMENDATIONS AND AREAS OF FUTURE RESEACH

## 6.1 Introduction

This section shows the conclusions of the research, recommendations from the data, limitations of the research and ends with areas of future research. All these are extracted from the previous chapters.

## 6.2 Purpose of the research

We departed from the point of realisation that the late Secretary General of the United Nations highlighted that without the intentional participation of business, it would be almost impossible to phantom a world free from poverty, inequality and unemployment. With over R10b spent on CSI in South Africa alone from the private sector (business), it was essential to see what social impact this spending contributed to alleviating these three issues. This was to see if companies were possibly overstating the social impact of CSI in South Africa. Consequently, maintaining or even worsening inequality, poverty and unemployment status quo. Thus contributing to ineffective CSI initiatives resulting in poor accountability. Additionally, this indicated a system fault in how CSI is practised in South Africa.

Therefore, the research aimed to explore the social impact of CSI in South Africa from 2012. We achieved this by addressing our problem and by answering the two research questions:

1. What is the social impact of CSR/CSI in South Africa? (RQ1)

2. What is the relationship between social impact (dependent variable) and CSI/CSR (independent variable), if any? (RQ2)

However, to do this, it was essential to be specific and we formulated the guiding objectives as follows:

i. We explored the effect (if any) of corporate social investment on achieving social impact in South Africa from 2012. (RO1)

ii. We reviewed the relationship of social impact (dependent variable) had with the independent variable. (RO2)

The methodology used was an exploratory mixed methods approach that allowed us to collect qualitative data from three major provinces in South Africa—namely, Mpumalanga, Gauteng and Western Cape. The quantitative data was collected from organisations that conduct CSI initiatives in all nine country provinces.

## 6.3 Summary of key findings

The social impact of CSI initiatives is murky for a few reasons. First, the crafty use and creation of buzzwords do not provide substance to what is currently practised and shift focus from social impact to compliance with these buzzwords in reporting CSI initiatives. Second, even though the CSI initiatives are well thought out and executed, there is a need for contextualisation. Lastly, the gratitude shown by the purported beneficiaries is often misconstrued as achievement of social impact, often reported as missing by the purported beneficiaries.

It was also noted that social relationships were a product of history and can be redesigned, improved or abandoned (Serje, 2017). Therefore, to completely align with the international SDGs and national NDP, we suggested redesigning the system to improve how it contributes to alleviating inequality, unemployment and poverty. However, the motivation for CSI initiatives in South Africa should be more focused and driven by the purported beneficiaries. Otherwise, the social impact of CSR (i) is invaluable to society (therefore, as a waste of resources and time for everyone), (ii) a public relations activity meant to greenwash everyone and (iii) enlightened self-interest (Margolis & Walsh, 2003; Matten, Crane & Chapple, 2003; Maas & Boons, 2010).

The research noted that because of where the source of power behind CSI initiatives lies (in the hands of those with the resources), it was no surprise that the status quo was not improved. Most of the literature on CSR is based on business, accounting and economics, to name a few and the consequent reporting focuses on business impacts and financial results (Maas & Liket, 2011b; Noyoo, 2016). With this context, social impact is often omitted and potentially overstated because of the context in which it is reported. Changing the decentralised control of funds for CSI initiatives could significantly dilute the current skewed power dynamics that result in equally skewed reporting. The BBBEE laws in South Africa try to aid this centralisation to improve the power dynamics argued here (Babarinde, 2009; Hamann, 2009; Arya & Bassi, 2011).

With this decentralisation of power, purported beneficiaries believe that government participation through laws and regulations would allow them to provide for their needs more as they believe that government is more inclined to their needs than business. As Ulrich argued, we must ask the correct questions rather than rely on what we find from experts, which is more

problem-solving than learning and solution-finding and questioning (Ulrich, 2003; Ulrich & Reynolds, 2010). With such a mindset, CSI in South Africa can make more significant strides in alleviating unemployment, poverty and inequality through its initiatives.

There was a positive relationship between the independent variables and the dependent variable. What this means is that relevance, coherence, effectiveness, efficiency and sustainability all positively influence the social impact of CSI initiatives in South Africa. That said, it was noted that our simple regression model explains 79% of the variance in the social impact of CSI initiatives in South Africa which is significant. Especially, considering that there is a growing body of knowledge that has CSR models trying to link philanthropy and corporate social investment to results (Ebrahim & Rangan, 2014; Wry & Haugh, 2018; Barnett, Henriques & Husted, 2020).

## 6.4 Empirical contributions of the research

Our research made an original contribution to the literature on CSI by exploring the social impact of CSI in South Africa. It answered the call for a shift in focus (Noyoo, 2016; Barnett, Henriques & Husted, 2020) from the current literature. The current literature is vast in looking at CSI by looking at things like (i) Legal and economic obligations, (ii) return on investment, (iii) maximising shareholders' wealth, (iv) CSR performance, and (v) value creation (share value) (see, (Muller & Whiteman, 2009; Ndhlovu, 2011; Viviers, Ractliffe, & Hand, 2011; Robert, Hinson & Ndhlovu, 2011). However, we provide a developmental perspective of the social impact of CSI from a South African context. Additionally, we added to the literature on CSI dominated by the Global North and European context by providing an African perspective in South Africa. Lastly, our research managed to deviate from the literature, which is

mainly composed of the inputs and outputs associated with CSI, by providing a different angle that speaks to the social impact of CSI in South Africa, which is nascent, as demonstrated through the work of Barnett, Henriques and Husted (2020). These authors mention in their study of over 6000 journal articles that they managed to identify 69 frequently cited articles on CSR performance. They found that 30 (43%) focused on activities, 35 (51%) focused on outputs and only 4 (6%) focused on outcomes. Therefore, in this context, by focusing on the social impact, we started conversations that go further than outcomes and advanced the current literature.

## 6.5 Theoretical contribution

In conclusion, this thesis has made a significant theoretical contribution to the discourse surrounding Corporate Social Investment (CSI) in South Africa by employing Critical Systems Heuristics (CSH) as the guiding theoretical framework. Through an in-depth analysis, this study has illuminated the complex interplay between various stakeholders, systemic structures and ethical considerations within the realm of CSI initiatives and their social impac (Ulrich, 2012; Gates, 2018).

One of the paramount theoretical contributions lies in elucidating the multi-dimensional nature of social impact within the South African context (Ulrich & Reynolds, 2010, 2020; Gates, 2018). By employing CSH, this research has allowed for a nuanced understanding of the diverse perspectives, interests and values held by stakeholders involved and affected in CSI activities. This, in turn, has unveiled the intricate web of relationships that shape the outcomes of these initiatives, moving beyond simplistic, one-dimensional assessments of the social impact that other theories often provide. Hence, we can challenge the empirical and provide a normative

view of the social impact of CSI initiatives in South Africa from the perspective of the purported beneficiaries.

Furthermore, this thesis has shed light on the ethical imperatives underlying South Africa's CSI initiatives. By leveraging the normative grounding provided by CSH, this study has provided a robust framework for evaluating the ethical dimensions of CSI practices by considering how valuing works amongst different stakeholders and value judgements proposed by CSH. It has delineated a set of guiding principles that can serve as a compass for organisations and policymakers, enabling them to navigate the often complex ethical terrain inherent to CSI initiatives in South Africa (Ulrich & Reynolds, 2010, 2020; Gates, 2018).

Moreover, this research has facilitated a deeper understanding of the systemic barriers and enablers that influence the effectiveness of CSI initiatives in South Africa. Through the application of CSH, this study has uncovered systemic structures, feedback loops and power dynamics that shape the outcomes of these initiatives (Flood & Jackson, 1991; Luckett, 2006). This knowledge is crucial for stakeholders seeking to design and implement CSI interventions that are not only well-intentioned but also capable of effecting sustainable and meaningful change.

Finally, this thesis has provided a solid foundation for future research endeavours within the realm of CSI and social impact assessment. The utilisation of Critical Systems Heuristics as a theoretical framework has demonstrated its efficacy in unpacking the complex interdependencies inherent in CSI initiatives (Flood & Jackson, 1991; Reynolds, 2007; Gates, 2018; Ulrich & Reynolds, 2020). Scholars and practitioners alike can build upon this foundation to further refine and expand our understanding of how CSI can be leveraged as a force for positive social change

in South Africa and across other African countries that may experience similar CSI initiative engagement with those involved (with the resources and controlling using a top-bottom approach.

In summation, this thesis is a testament to the value of employing Critical Systems Heuristics as a theoretical lens for examining the social impact of CSI initiatives in South Africa. By delving into the intricate dynamics of stakeholders, ethics, systemic structures and power relations, this research has not only deepened our comprehension of this critical domain but has also provided a robust framework for guiding future endeavours in this area. Through its contributions, this thesis serves as a catalyst for more informed, ethical and effective CSI practices that hold the potential to drive meaningful social transformation in South Africa.

## 6.6 Practical and political contributions

In addition to its theoretical contributions, this thesis has also yielded significant practical and political insights that hold profound implications for the implementation and governance of CSI initiatives in South Africa.

From a practical standpoint, this research offers a valuable roadmap for organisations engaged in CSI activities. By employing CSH, this study has provided a structured approach to the planning, execution and evaluation of CSI programs from an emancipatory perspective (Ulrich, 2010). The (i) identification of key stakeholders, (ii) delineation of ethical imperatives and (iii) recognition of systemic dynamics all serve as actionable guidelines for organisations seeking to maximise the positive impact of their CSI initiatives in South Africa.

Furthermore, this thesis has highlighted the importance of stakeholder engagement and collaboration in the design and execution of CSI initiatives in South Africa. Through the lens of CSH, it becomes evident that effective CSI initiatives are those that actively involve and empower all relevant stakeholders, ensuring that their diverse perspectives and interests are taken into account (Flood & Jackson, 1991; Reynolds, 2007; Gates, 2018; Ulrich & Reynolds, 2020). This practical insight emphasises the need for participatory approaches that foster inclusive decision-making processes.

On a political level, this research offers critical insights into the role of policy and governance in shaping the landscape of CSI in South Africa. By uncovering systemic structures and power dynamics, this thesis has underscored the need for transparent, accountable and equitable policies that govern CSI activities (Ulrich & Reynolds, 2020). It calls for a regulatory framework that could potentially also incentivise and reward organisations for adopting socially responsible practices while holding them accountable for their commitments to the broader society (Midgley, 1997). However, we would caution on providing incentives and rewards and rather make it something that is a must-do with the only incentive and reward being alleviation of inequality, poverty and unemployment amongst others.

Moreover, this study has highlighted the potential for CSI to serve as a catalyst for broader socio-economic transformation. By examining the systemic implications of CSI initiatives in South Africa, it becomes evident that targeted interventions can have far-reaching effects beyond their immediate scope (Ulrich, 1987; Ulrich, 2003). This political contribution underscores the need for a coordinated and strategic approach to CSI that aligns with broader socio-economic development goals in South Africa (the NDP amongst others) (Cleote, 2018).

In conclusion, the practical and political contributions of this thesis underscore the transformative potential of CSI initiatives in South Africa. Through the application of CSH, this research provides a practical guide for organizations engaged in CSI activities, emphasising stakeholder engagement and ethical imperatives. Additionally, it calls for a political commitment to transparent and equitable governance frameworks that can unlock the full potential of CSI as a driver of positive social change. By embracing these insights, stakeholders in South Africa have the opportunity to forge a path towards a more inclusive, sustainable and socially just future.

## 6.7 Methodological Contributions

The methodological contributions of this thesis, when integrated with the DAC criteria, represent a significant advancement in the evaluation and assessment of CSI initiatives in South Africa. This amalgamation provides a structured and comprehensive framework for analysing the social impact of CSI initiatives in South Africa, enhancing both the rigour and applicability of social impact assessments.

To start with, integrating CSH with the DAC criteria introduces a holistic and multi-dimensional approach to impact evaluation. The DAC criteria encompass relevance, effectiveness, efficiency, impact, coherence and sustainability and offer a well-established set of evaluation dimensions (Chianca, 2008; Patton, 2021). By overlaying CSH, which emphasises stakeholder perspectives, ethical considerations, and systemic dynamics, this thesis brings a nuanced understanding of the social complexities within CSI initiatives in South Africa. This integration allows for a more comprehensive assessment that goes beyond mere quantitative indicators and considers the qualitative and systemic dimensions of the social impact of CSI

initiatives in South Africa (Wisdom, Cavaleri, Onwuegbuzie & Green, 2012; Venkatesh, Brown & Bala, 2013; Halcomb & Hickman, 2015; Venkatesh, Brown & Sullivan, 2016).

Moreover, this integration offers a robust method for capturing the diverse and often conflicting perspectives of stakeholders involved in CSI activities (Halcomb & Hickman, 2015; Almeida, 2018). With its emphasis on stakeholder engagement and participation, CSH complements the DAC criteria by providing a structured approach for soliciting and synthesising the voices of various stakeholders. This inclusion ensures that social impact assessments are grounded in empirical evidence and reflect the values and priorities of those directly affected by CSI interventions .

Additionally, the combined framework enables a rigorous examination of the ethical dimensions of CSI initiatives, aligning with the DAC criterion of relevance (Bryman, 2006; Patton, 2021). By leveraging CSH's normative grounding, this thesis provides a systematic method for evaluating the ethical implications of CSI initiatives in South Africa. This integration ensures that ethical considerations are woven into the fabric of impact assessments, promoting socially responsible practices within the corporate sector.

Furthermore, the integration of CSH and DAC criteria facilitates a dynamic understanding of the systemic factors that influence the effectiveness and sustainability of CSI initiatives in South Africa (Chianca, 2008; Teasdale, 2021; Patton, 2021). This combination identifies systemic barriers and enablers that may not be readily apparent through traditional impact assessment methods. By uncovering these systemic dynamics, stakeholders gain valuable insights into optimising the design and implementation of CSI interventions for maximum social impact of CSI initiatives in South Africa.

In conclusion, integrating CSH with the DDAC criteria represents a methodological leap forward in evaluating CSI initiatives in South Africa. This combined framework provides a comprehensive, stakeholder-centred and ethically grounded approach to social impact assessment. Considering the multi-dimensional nature of social impact and the systemic dynamics at play, this integrated methodology equips stakeholders with a powerful tool for driving meaningful and sustainable social change through CSI initiatives in South Africa.

## 6.8 Recommendations

### 6.8.1 Motivation and values

We encourage that when the CSI initiative is being designed by the decision makers one of the purposes for its establishment should be to ensure ownership of the purported beneficiaries' own businesses in addition to the upskilling that it already is designed for. This goes beyond holding senior positions after the initiative. With this a clear purpose is defined and understood resulting in everyone being on the same page.

Increase transparency with the purported beneficiaries to eliminate elements like doubt, division amongst participants of the CSI initiative and increase awareness and understanding of the intentions and methods of implementing the initiatives upfront to alleviate these shortfalls.

### 6.8.2 Structures for decision-making

When it comes to resources used in the CSI initiatives, they would benefit from ensuring that the latest technology is used during and after the programme has been implemented to stay abreast with technological advances and improve the way things are currently tediously done.

It is advisable to reduce the burden on purported participants by providing relevant resources required to implement the CSI initiative as planned by the owners of the initiatives as opposed to increasing it by telling them to bring some of the resources themselves.

There should be a segregation of control of the resources brought into the CSI initiative whereby the participants or who they represent ultimately after being a part of the initiative also have control of the resources for the initiative since they are more intimate with their needs and requirements.

### 6.8.3 Bases for knowledge generation

The government, being in a better position to know the desire/required knowledge and skills required by the purported beneficiaries should be playing a more visible role to all parties in providing these.

The top management and senior officials at institutions that CSI initiatives are situated should also be responsible for providing the relevant knowledge and skills of the participants of the initiatives as they are more intimate with the needed skills and knowledge being at the helm of the institutions.

Planning as a skill and knowledge was identified as missing from the CSI initiative and when added considered to contribute to better coordination by purported beneficiaries. Therefore, adding it to the programme would enhance the quality of the initiative tremendously as this skill is central to the functionality of the purported beneficiaries.

A bottom-up approach is more desirable to ensure that no gaps are left in the knowledge and skills imparted on the participants of the CSI initiatives. The current top-down approach

takes away from this and adds to the discomfort of the participants when the language used is not adapted to a level that is more familiar to them.

To get an impact that is more recognised and appreciated by the purported beneficiaries more integration and grassroots work is required to familiarise with the physical context within which to implement the CSI initiatives. This work will bridge the current gap between what is done currently and what should be done. As much as what is done might produce the results it is set out to accomplish it will fall short on what it should be achieving.

### 6.8.4 Moral and legitimacy bases

The purported beneficiaries are not able to voice their interests in the CSI initiatives now in a way that can positively affect their lives. Therefore, engaging in the initiative in a more inclusive way that allows them to represent themselves would be beneficial. This can be done by providing opportunities to meet with them and discuss these and how they can be incorporated into CSI initiatives. To achieve this, a meeting with the directors of the implementing NPO and the department of education would be precise opportunities to facilitate this inclusivity.

Formation of a committee that reports to the Head of Departments who in turn report back to the Directors could help aid in bridging the gap between divergent worldviews for CSI initiatives. The request is a suggestion to a formal structure which should be contextualised accordingly.

Local government officials need to pay greater attention and appreciation to their constituents by responding swiftly to requests from them. Even where they are not directly able to help they should meet with their communities and try and find working solutions together instead of leaving them unattended to and unanswered.

We recommend that workshops be held with the Department of Health and the NPO executing the CSI initiative on behalf of the funders are beneficial to allowing engagement with purported beneficiaries and a rich place to hear their interests in the CSI initiatives.

## 6.9 Areas for future research

An area of future research that could be explored is exploration of suitable metrics to measure the social impact of CSI in South Africa and beyond. Another area of future research would be the actual evaluation of CSI initiatives using newly designed or predeveloped metrics to establish the social impact of CSI initiatives in South Africa and beyond. Additionally, there is a need to do more research that answers Noyoo & Burnett and the company's call to develop and grow the literature available that focuses on CSI/CSR that results in a tangible social impact on the lives of beneficiaries. This will include cross tabulations that reflect on people conducting CSI and their level of education and age. Through such research, companies can start making contributions to reducing the unemployment, inequalities, and poverty amplified by apartheid in South Africa, Southern Africa, and other developing nations. Additionally, evaluations of CSI initiatives using this method could yield exciting results to grow both the CSI and evaluation fields further. Finally, more research in native tongues can be done both locally and otherwise to ensure participants can give richer information.

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# 8. APPENDICES

## 8.1 Appendix 1: Qualitative data collection instrument

**INDIVIDUAL COMMUNITY MEMBER INTERVIEW GUIDE**

1. Who should be the intended beneficiary of the CSI initiative(s)?

Who is the intended beneficiary of the CSI initiative(s)?

2. What should be the purpose of CSI initiative(s)?

What is the purpose of CSI initiative(s)?

3. What should be the measure of success of the CSI initiative(s)?

What is the measure of success of the CSI initiative(s)?

4. Who should is in control of the conditions of success of the CSI initiative(s)?

Who is in control of the conditions of success of the CSI initiative(s)?

5. What conditions of success should be under the control of the decision-makers of the CSI initiative(s)?

What conditions of success are under the control of the decision-makers of the CSI initiative(s)?

6. What conditions of success should be outside the control of the decision-makers of the CSI initiative(s)?

What conditions of success are outside the control of the decision-makers of the CSI initiative(s)?

7. Who should be providing relevant knowledge and skills of the CSI initiative(s)?

Who is providing relevant knowledge and skills of the CSI initiative(s)?

8. What should be the relevant knowledge and skills of the ECD CSI initiative(s)?

What are relevant knowledge and skills of the ECD CSI initiative(s)?

9. What should be regarded as assurances of successful implementation of the CSI initiative(s)?

What are regarded as assurances of successful implementation of the CSI initiative(s)?

10. Who should be representing the interests of you the intended beneficiaries in the CSI initiative(s)?

Who is representing the interests of you the intended beneficiaries in the CSI initiative(s)?

11. What should be the opportunities for the interests of you the intended beneficiaries to have expression and freedom from the dominant worldview of the CSI initiative(s)?

What are the opportunities for the interests of you the intended beneficiaries to have expression and freedom from the dominant worldview of the CSI initiative(s)?

12. What space should be available for reconciling differing worldviews among you the intended beneficiaries in the CSI initiative(s)?

What space is available for reconciling differing worldviews among you the intended beneficiaries in the CSI initiative(s)?

13. Would you please provide details of other factors that could have (if any) influenced the outcomes of the CSI initiative(s)?
14. Would you please provide details of other factors that could have (if any) influenced the impacts of the CSI initiative(s)?

*outcomes are alterations in the performance, behaviors or attitudes of the communities/society after the achievement of the outputs and (iii) impacts are the long-term*

## 8.2 Appendix 2: Quantitative data collection instrument

**Survey Flow**

**Standard: First Screening (1 Question)**

**Branch: New Branch**
**If**
**If Which of the following best represents your role and area of responsibility in your organisation? CSI (Corporate Social Investment)/CSR (Corporate Social Responsibility) programmes Is Not Selected**

**EndSurvey: Advanced**

**Block: COVER LETTER & CONSENT FORM FOR QUESTIONNAIRE (3 Questions)**

**Branch: New Branch**
**If**
**If To Corporate Social Investment (CSI) Personnel Dear Sir/Madam I am a student at Wits Business School No, I do not Consent Is Selected**

**EndSurvey: Advanced**

**Branch: New Branch**
**If**
**If Does your organisation conduct CSI initiatives? No Is Selected**

**EndSurvey: Advanced**

**Standard: Second Screening (1 Question)**

**Branch: New Branch**
**If**
**If How many years have you served conducting CSI initiatives in your current organisation? No experience Is Selected**

**EndSurvey: Advanced**

**Standard: Section 1: General Information (11 Questions)**
**Standard: Section 2: Social Impact of CSI initiatives (7 Questions)**

**EndSurvey: Advanced**

Page Break

**Start of Block: First Screening**

Initial screener Which of the following best represents your role and area of responsibility in your organisation?

- ☐ Financial management (3)
- ☐ People management / HR (Human Resources) (6)
- ☐ CSI (Corporate Social Investment)/CSR (Corporate Social Responsibility) programmes (7)
- ☐ Operational and related management (4)
- ☐ IT (Information Technology) and other technology systems (8)
- ☐ Client services and engagement (9)
- ☐ Sales and business development (10)
- ☐ Other (11)

**End of Block: First Screening**

**Start of Block: COVER LETTER & CONSENT FORM FOR QUESTIONNAIRE**

Second screening Does your organisation conduct CSI initiatives?

- ○ Yes (3)
- ○ No (4)

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Information Sheet **To Corporate Social Investment (CSI) Personnel**

Dear Sir/Madam

I am a student at Wits Business School enrolled for a PhD degree in **Philanthropy and Social Investment in Africa.**

I want to request you to share your experiences as a CSI professional in South Africa. It will form part of my PhD research project titled: **Exploring the social impact of corporate social investment in South Africa.** This study aims to explore what social impact (if any) CSI has had in South Africa. This kind of research will go a long way in contributing towards the efficiency with which corporate funds are utilised to achieve the intended objectives and goals. If you are willing to participate, you can click "Yes" below, which will take you to the questionnaire.

It should take approximately **10 minutes to complete.** All the data gathered from this survey will be treated as anonymous, no specific personal or company data will be disclosed, but all information will be disclosed as aggregate figures. If you are willing and comfortable to participate and contribute, it will be appreciated if you could complete the questionnaire no later than **22 October 2022.**

If you have any queries, concerns, or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee (non-medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za. Please feel free to contact my supervisor or me if you have any concerns or questions:

**Neville Mangwiro (Student),** C: +27 71 868 2577 E: 820117@students.wits.ac.za
**Prof Bhekinkosi Moyo (Supervisor),** T: +27 11 717 3787 E: bhekinkosi.moyo@wits.ac.za

Thanking you in anticipation for your assistance

Yours sincerely,

Neville Mangwiro (PhD Student)
Wits Business School

Consent Form  Do you want to take part in our survey?

- ○ Yes, I Consent  (3)
- ○ No, I do not Consent  (4)

**End of Block: COVER LETTER & CONSENT FORM FOR QUESTIONNAIRE**

**Start of Block: Second Screening**

Years of experience How many years have you served conducting CSI initiatives in your current organisation?

- ○ No experience  (6)
- ○ Under 6 years  (1)
- ○ 6 - 10  (2)
- ○ 11 - 15  (3)
- ○ 16 - 20  (4)
- ○ Over 20 years  (5)

**End of Block: Second Screening**

**Start of Block: Section 1: General Information**

Type of company Which industry sector does your company belong?

- ○ Information technology and telecommunications (15)
- ○ Oil and petroleum (22)
- ○ Retail and wholesale (21)
- ○ Building and construction (26)
- ○ State-owned and public enterprises (18)
- ○ Manufacturing (20)
- ○ Pharmaceutical and health (25)
- ○ Mining and quarrying (17)
- ○ Financial services (4)
- ○ Agriculture, forestry and fishing (23)
- ○ Other (27)

Page Break

Position in company What is your position in the organisation?

_____

Page Break

Age What is your age bracket?

- ○ 18 - 25 (1)
- ○ 26 - 35 (2)
- ○ 36 - 45 (3)
- ○ 46 - 55 (4)
- ○ Above 55 years (5)

Page Break

Education What is your level of education?

- ○ No Matric (1)
- ○ Matric (2)
- ○ Diploma (3)
- ○ Bachelors Degree (4)
- ○ Postgraduate Diploma (5)
- ○ Honours Degree (6)
- ○ Masters Degree (7)
- ○ Doctorate Degree (8)

Page Break

CSI Staff Compliment How many people conduct the CSI initiatives in your organisation?

- ○ Less than 2 (1)
- ○ 2 - 4 (6)
- ○ 5 - 10 (7)
- ○ 11 - 20 (8)
- ○ Greater than 20 (9)

Page Break

No. of employees How many employees does your company employ?

- ○ Less than 50 (10)
- ○ 50 - 100 (2)
- ○ 101 - 500 (3)
- ○ 501 - 1000 (4)
- ○ 1001 - 5000 (6)
- ○ Greater than 5000 (7)

Page Break

Development Sector Please select the development sector(s) of your CSI spending?

- [ ] Education (1)
- [ ] Social and community development (2)
- [ ] Health (10)
- [ ] Food security and agriculture (11)
- [ ] Entrepreneur and small business support (12)
- [ ] Disaster relief (13)
- [ ] Environment (14)
- [ ] Sports development (15)
- [ ] Safety and security (16)
- [ ] Arts and culture (17)
- [ ] Housing and living conditions (18)
- [ ] Social justice and advocacy (19)
- [ ] Non-sector-specific donations and grants (20)

Page Break

M&E Policy Do you have a Monitoring and Evaluation policy?

- ○ Yes (1)
- ○ No (2)

Page Break

M&E Budget What percentage of your CSI budget is allocated to Monitoring and Evaluation?

- ○ None (1)
- ○ 1 – 4 % (10)
- ○ 5 – 10 % (11)
- ○ 11 - 20 % (12)
- ○ Over 20 % (13)

Page Break

Geography Select the response that **best** describes the geographic location you conduct your CSI initiatives

- ○ Eastern Cape (1)
- ○ Free State (4)
- ○ Gauteng (5)
- ○ KwaZulu-Natal (6)
- ○ Limpopo (7)
- ○ Mpumalanga (8)
- ○ Northern Cape (9)
- ○ North West (10)
- ○ Western Cape (11)
- ○ National (12)

Page Break

Geography location Which of the following **best** describes where your organisation is located

- ○ Eastern Cape (1)
- ○ Free State (4)
- ○ Gauteng (5)
- ○ KwaZulu-Natal (6)
- ○ Limpopo (7)
- ○ Mpumalanga (8)
- ○ Northern Cape (9)
- ○ North West (10)
- ○ Western Cape (11)
- ○ National (12)

**End of Block: Section 1: General Information**

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**Start of Block: Section 2: Social Impact of CSI initiatives**

Response Codes The statements presented in the following matrices represent different benefits that accrue from corporate social investment activities. The gender/mariginalised groups inclusion in the statements is to ensure your responses account for that too. Indicate the extent to which each statement applies to your organisation. Tick in the box that reflects your view the most. The numbers are interpreted as follows for the remaining sections:

1. Strongly Disagree
2. Disagree
3. Neither agree nor disagree

4. Agree
5. Strongly Agree

Page Break

Relevance Relevance

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 13. The CSI initiative(s) are designed in ways that respond to the needs and priorities of all genders. (1) | ○ | ○ | ○ | ○ | ○ |
| 14. Our CSI initiative(s) unequivocally reflect the rights of persons of all genders. (2) | ○ | ○ | ○ | ○ | ○ |
| 15. Our CSI initiative(s) include feedback from diverse local stakeholders, including marginalised groups. (3) | ○ | ○ | ○ | ○ | ○ |
| 16. Our CSI initiatives meet the practical and strategic needs of all genders. (4) | ○ | ○ | ○ | ○ | ○ |

Page Break

Coherence Coherence

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 17. Our CSI initiative(s) design, delivery and results are unequivocally coherent with international laws. (1) | ○ | ○ | ○ | ○ | ○ |
| 18. Our CSI initiative(s) design, delivery and results are unequivocally commitmented to gender equality and rights, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), (2) | ○ | ○ | ○ | ○ | ○ |
| 19. Our CSI initiative(s) design, delivery and results are unequivocally committed to the Beijing Declaration and Platform for Action. (3) | ○ | ○ | ○ | ○ | ○ |
| 20. Our CSI initiative(s) design, delivery, and results have | ○ | ○ | ○ | ○ | ○ |

| | | | | | |
|---|---|---|---|---|---|
| unequivocally committed to the International Conference on Population and Development Programme of Action. (4) | | | | | |
| 21. Our CSI initiative(s) design, delivery and results are unequivocally committed to the 2030 Agenda. (5) | ○ | ○ | ○ | ○ | ○ |
| 22. The organisation's CSI initiatives support entirely national legislation that aims to improve gender equality and human rights. (6) | ○ | ○ | ○ | ○ | ○ |
| 23. The organisation's CSI initiatives support entirely initiatives that aim to improve gender equality and human rights. (7) | ○ | ○ | ○ | ○ | ○ |

Page Break

Effectiveness Effectiveness

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 24. CSI intervention(s) achieved the objectives and expected results in ways that contribute to gender equality. (1) | ○ | ○ | ○ | ○ | ○ |
| 25. CSI's theory of change is entirely informed by analysis of gender equality, political economy analysis and human rights. (2) | ○ | ○ | ○ | ○ | ○ |
| 26. CSI's results framework is entirely informed by analysis of gender equality, political economy analysis and human rights. (3) | ○ | ○ | ○ | ○ | ○ |
| 27. Our CSI had differential results for different people. (4) | ○ | ○ | ○ | ○ | ○ |
| 28. Our CSI efforts had sufficient monitoring and | ○ | ○ | ○ | ○ | ○ |

| | | | | | |
|---|---|---|---|---|---|
| analysis of differential effects. (5) | | | | | |
| 29. We adjusted our CSI intervention to address any concerns and maximise effectiveness. (6) | | | | | |

Page Break

Efficiency Efficiency

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 30. Our CSI has different resources allocated in ways that considered gender equality. (1) | ○ | ○ | ○ | ○ | ○ |
| 31. Our CSI differential resource allocation is appropriate. (2) | ○ | ○ | ○ | ○ | ○ |
| 32. Our CSI investment costs per person targeted meet the differentiated needs of people of different genders. (3) | ○ | ○ | ○ | ○ | ○ |

Page Break

Impact Impact

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 33. There were equal impacts for different genders in our CSI initiative(s). (1) | ○ | ○ | ○ | ○ | ○ |
| 34. There were gender-related differences in engagement, experience and impacts in our CSI initiative(s). (2) | ○ | ○ | ○ | ○ | ○ |
| 35. Gender-related impacts of our CSI initiative(s) intersect with other social barriers, including race/ethnicity, disability, age and sexual orientation, to contribute to differential experiences and outcomes. (3) | ○ | ○ | ○ | ○ | ○ |
| 36. Gendered norms and barriers within the broader political, economic, religious, legislative and socio-cultural environment impacted | ○ | ○ | ○ | ○ | ○ |

| | | | | | |
|---|---|---|---|---|---|
| outcomes of our CSI initiative(s). (4) | | | | | |
| 37. The impacts of our CSI initiative(s) has contributed to equal power relations between people of different genders and to changing social norms and systems. (5) | ○ | ○ | ○ | ○ | ○ |

Page Break

Sustainability Sustainability

| | 1 (1) | 2 (2) | 3 (3) | 4 (4) | 5 (5) |
|---|---|---|---|---|---|
| 38. Our CSI intervention(s) contributed to greater gender equality within broader legal, political, economic and social systems. (1) | ○ | ○ | ○ | ○ | ○ |
| 39. Our CSI initiative(s) resulted in enduring changes to social norms that are harmful to people of all or some genders. (2) | ○ | ○ | ○ | ○ | ○ |
| 40. The achievements in gender equality will persist after the conclusion of our CSI intervention. (3) | ○ | ○ | ○ | ○ | ○ |
| 41. Processes of our CSI initiative(s) have contributed to sustaining these benefits. (4) | ○ | ○ | ○ | ○ | ○ |
| 42. We have set up mechanisms to support gender equality in the longer term of | ○ | ○ | ○ | ○ | ○ |

| | |
|---|---|
| our CSI initiative(s). (5) | |

**End of Block: Section 2: Social Impact of CSI initiatives**