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Malm, Angela Eugenia

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EXPLORING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES IN SOUTH AFRICA: THE CASE OF THE TISO FOUNDATION IN JOHANNESBURG

BY

ANGELA EUGENIA MALM

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Declaration

I hereby declare that this research report is my own unaided work, and that I have given full acknowledgement to the sources that I used. It has not been submitted previously for any degree or examination at any other university.

Angela Eugenia Malm

Date

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Abstract

Corporate social responsibility (CSR) continues to gain attention amongst corporate bodies and is the medium through which the private sector contributes to development. The last decade has seen a significant growth in CSR initiative in South Africa, partly due to the implementation of public polices such as the Black Economic Empowerment (BEE) Code of Good Practice and the various industry charters that obligate corporate institutions to contribute towards the reconstruction efforts of the nation. As a result many organizations have adopted strategies that include social development projects as part of their core business objectives, thus the initiation of certain projects and programmes as part of their CSR contributions to the reconstruction efforts. Although CSR has roots in philanthropic activities, it has become evident that when CSR initiatives are designed strategically to embody the holistic views of business goals towards profit making as well as community goals that promote positive development. Anecdotal evidence suggests that projects collapse after corporations discontinue funding due to lack of community involvement which renders CSR initiatives unresponsive to the developmental needs of communities. The study sought to explore the extent to which corporate social responsibility initiatives were responsive to the educational needs of beneficiaries in Johannesburg. It also explored beneficiary perceptions on how CSR initiatives can be sustained. The study population was drawn from Tiso Foundation and three partnering organisations. A qualitative case study design was utilised in the study to obtain in depth information from the research participants concerning the CSR initiatives of Tiso Foundation. Semi-structured interview schedules were used to conduct interviews with both beneficiaries of the CSR initiatives and key informants. The research sample consisted of 16 beneficiaries of Tiso Foundation's CSR initiatives and 6 key informants that were drawn from Tiso Foundation and partnering organizations.

The findings revealed that the CSR initiatives were responsive to the needs of the beneficiaries by providing them access to education and skills development. The findings also established the nature of beneficiary participation in CSR initiatives as partially participatory. The study recommended that CSR initiatives should take a developmental approach towards programme executions to ensure full participation of beneficiaries in order to ensure sustainability of the programmes even after funding is discontinued. The study also

suggests the collaborative partnership of government and the private sector towards sustainable development by enhancing and complimenting each other's efforts.

Key words

Corporate social responsibility, sustainability, corporate responsiveness, community development, initiative

List of Abbreviations

BEE	Black Economic Empowerment
CBO	Community Based Organisation
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CSRI	Corporate Social Responsibility Initiatives
EU	European Union
MDG	Millennium Development Goal
NGO	Non Governmental Organisation
NPAT	Net Profit after Tax
SED	Socio-Economic Development
UN	United Nations
USA	United States of America

❖ Table of Contents

Declaration i

Acknowledgements ii

Abstract iii

List of Abbreviations v

CHAPTER 1: INTRODUCTION 1

1.1 Introduction 1

1.2 Background on CSR initiatives of Tiso 1

1.3 Statement of the Problem and Rationale for the Study 2

1.3 Research methodology 4

1.4 Research Questions 4

1.5 Aims and Objectives 4

1.5.1 Primary Aim 4

1.5.2 Secondary Objectives 4

1.6 Organisation of the Research Report 5

CHAPTER 2: A REVIEW OF CORPORATE SOCIAL RESPONSIBILITY 6

2.1 The Concept of Corporate Social Responsibility 6

2.2 A General overview of Corporate Social Responsibility 8

2.3 CSR in South Africa and the Emerging Models 11

2.4 CSR Initiatives and the Development Agenda of South Africa 16

Figure 1.1 18

2.5 Challenges of CSR Initiatives in South Africa 19

2.6 Beneficiary Participation in CSR Initiatives 23

Figure 2.1: Types of participation 24

2.7 Conclusion 26

CHAPTER 3: METHODOLOGY 27
3.1 Introduction 27
3.2 Research Design 27
3.3 Research Sites 28
3.3.1 The Tiso Artisan Development Programme 28
3.2.2 The Tiso Maths & Science Schools Development Programme 28
3.3.3 The Tiso Kagiso Development Programme 29
3.3.4 The Tiso Scholarship Programme 29
3.4 Study Population 29
3.5 Sampling Procedure 29
3.6 Research Instrumentation 30
3.7 Pre-testing of research instrument 31
3.8 Methods of Data Collection 31
3.9 Data Analysis 34
3.10 Ethical Considerations 35
3.10.1 Voluntary Informed Consent 35
3.10.2 Confidentiality and Anonymity 36
3.10.3 Avoiding Harm to Participants 37
3.10.4 Data Protection 37
3.11 Limitations of study 38
3.12 Conclusion 38
CHAPTER 4: PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS 39
4.1 Introduction 39
4.2 Profile of Respondents 39
Table 1: 39
4.3 Nature of Beneficiary Participation 40
4.4 Responsiveness of CSR Initiatives to Educational Needs 48

4.4.1 Access to Education 50
4.5 Sustainability of CSR initiatives 52
4.6 Suggestions for Strengthening CSR Initiatives 56
4.7 Conclusion 62
CHAPTER 5: SUMMARY, CONCLUSION & RECOMMENDATIONS 63
5.1 Introduction 63
5.2 Summary of Findings 63
5.3 Conclusion 67
5.4 Recommendations 68
REFERENCES 70
APPENDIX A: PARTICIPANT INFORMATION SHEET 77
APPENDIX B: INTERVIEW SCHEDULE 78
APPENDIX C: INTERVIEW SCHEDULE 81
APPENDIX D: CONSENT FORM FOR PARTICIPATION IN THE STUDY 84
APPENDIX E: CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW 85

CHAPTER 1: INTRODUCTION

1.1 Introduction

The study explores the extent to which corporate social responsibility (CSR) initiatives meet the educational needs of the beneficiaries. This is a case study of Tiso Foundation CSR initiatives in Johannesburg. This chapter gives a background to the problem statement and rationale for the study and also provides an overview of the research methodology, the limitations of the study and the organization of the report.

Corporate social responsibility (CSR) generally refers to the private sector's contributions to development. According to Porter & Kramer (2006), CSR serves as the vehicle for both corporate internal and external developmental practices. The private sector plays a critical role in addressing issues of economic and social development within their work environment and society as a whole. Corporations or the private sector are recognised as one of the key role players in development and compliment government and civil society's efforts towards development. Research has shown that CSR is viewed by public society to be in the best interest of those organisations to contribute towards development by way of greater corporate social responsibility initiatives, as corporations need an enabling environment (society) to function and operate, not all corporations are able to do so due to lack of expertise, technical understanding of how to implement CSR initiatives and proper project and programme management skills in needs identification (McWilliams, Siegel & Wright, 2005).

1.2 Background on CSR initiatives of Tiso

Tiso Foundation is a non-profit organization with a philanthropic intent. It was established by the Tiso Group (Proprietary) Limited to function as a self funded organisation that dealt with the external and internal CSR issues of the organisation. The main activities of the Foundation are focused on the development of the youth through education and skills development and runs on its own. The foundation holds 18.80% of the shares of Tiso Group (Proprietary) Limited which allows Tiso Foundation to be self funded and non-dependent on donors for funding of its programmes and projects. The initiatives of Tiso Foundation are in line with South Africa's National Youth Policy (2002) in the country, which supports the provision of a holistic development of youths through education and skills training,

constituting an integral part towards addressing the challenges of South Africa's development.

1.3 Statement of the Problem and Rationale for the Study

According to Struwig (1994) in Davids et al. (2009, p. 78), corporate social responsibility (CSR) is defined as "the voluntary behaviour undertaken by organizations in the private sector which directly benefits the wider society of which these organizations are part. This behaviour should be undertaken as a voluntary obligation which extends at least partially beyond the legal boundaries laid down by the wider society and which does not necessarily have a direct economic (or other) benefit to the organizations." Corporate social responsibility (CSR) therefore, refers to the ethical decisions employed by corporations that are compliant with legal regulation and have the well-being of the people, communities and environment at the fore front of their business practice (Davids et al., 2009). CSR contributes both internally to the direct environment in which the business of the company is conducted by directly impacting on the lives of the workers and; externally by contributing to the developmental efforts of government through the contribution of funds and active participation towards addressing developmental issues and problems (Davids et al., 2009). CSR has increased over the years, with involvement in the areas of education, health and HIV/AIDS, social and community development, food security and agriculture, and the environment (Trialouge, 2010). Trialouge estimated that at the end of the 2009/2010 financial year, a total of R5.4 billion was the amount spent on corporate social responsibility or as preferably used by the handbook, corporate social investment (CSI) by some South African companies. Thus, CSR over the past decade "has shifted from a board based decision to a formula-based approach into determining CSI budgets which are more effective and less bureaucratic in nature compared to that of government initiatives" (Trialouge, 2010, p. 29). Furthermore, the introduction of the BEE Codes of Good Practice, which stipulates that companies should spend 1% of its net profit after tax (NPAT) on socio- economic development initiatives, of which most companies have gone beyond the 1% required by government to give more with companies allocating an average of 1.3% of NPAT to their CSR budget (Trialouge, 2010, p. 29).

CSR initiatives lock onto the understanding that, it is not the sole responsibility of government to address issues of development, but rather a shared responsibility of the tripartite coalition of institutional players in development, namely government, the private

sector and the civil society. This is in line with the neo-liberal consensus that the government of South Africa has adopted. In the effort to address social problems in the context of inadequate resources, government has acknowledged the need to work with the private sector in order to effectively combat development issues (King III Report, 2009). The contributions from the private sector are much broader than financial support, and include technical and managerial expertise, skill transfers and jobs, access to markets and business linkages (Social Development Department Summary Report, 2007). Consequently, the private sector through corporate social responsibility initiatives has contributed towards education, health and other pertinent areas of development through their direct contributions and funding of projects as well as through partnerships with non-governmental organizations (NGOs) that focus on social issues in line with their corporate policies and visions.

The results of CSR initiatives in the communities have been mixed, with anecdotal evidence suggesting that projects collapse whenever the corporate social responsibility initiatives are discontinued. This can be attributed to the fact that there is no community involvement in the selection, design and implementation of projects and programmes. Lack of community involvement renders the projects and programmes unresponsive to the developmental needs of communities. It is thus common for projects and programmes to be largely remedial and curative and focusing on short-term needs as opposed to long-term needs and empowering communities. Furthermore the question of sustainability of projects and programmes is rarely considered.

Using TISO Foundation as a case study, the study seeks to explore the perceptions of beneficiaries on how CSR initiatives are meeting their educational needs. The researcher is not aware of any previous evaluations of Tiso Foundation's corporate social responsibility initiatives. This research would contribute to knowledge on corporate social responsibility initiatives in South Africa. The research findings generated have the potential to guide Tiso Foundation on how to strengthen and sustain their CSR initiatives. The findings may be of use to other corporate organisations in South Africa which are involved in similar educational programmes. The research findings may also serve as a source of reference for other corporate organisation and may thus help strengthen their CSR initiatives. Moreover, the research might provide the groundwork for further research on CSR initiatives and beneficiary participation in South Africa.

1.3 Research methodology

The study employed a qualitative research approach and a case study design in order to investigate the aims and objectives of the study. According to Yin (1994), case studies are the preferred research approach when "how" or "why" questions are being posed, in other words, questions of process. It also allows the researcher to modify research towards identifying the source of a problem and possibly outlining what can be done about it (Becker & Bryman, 2004). Thus the use of a case study involved exploring and describing a phenomenon under study which enabled the researcher to provide both a descriptive and an in-depth exploration of the phenomenon under study.

A semi- structured interview schedule was used to conduct the research as displayed in appendix B and C. This allowed the researcher to explore the issues in depth. The data was analysed using thematic content analysis and the findings discussed according to the emerging themes with regards to the objectives of the study.

1.4 Research Questions

The research sought to answer the following questions:

- What are the perceptions of communities about the responsiveness of corporate social responsibility initiatives to their developmental needs?
- What measures have been put in place to ensure the sustainability of projects and programmes?

1.5 Aims and Objectives

1.5.1 Primary Aim

The primary aim of the study is to explore the extent to which corporate social responsibility initiatives are meeting the developmental needs of communities.

1.5.2 Secondary Objectives

The objectives of the study are:

- To determine the nature of beneficiary involvement in corporate social responsibility initiatives.

- To establish the perceptions of beneficiaries about the responsiveness of corporate social responsibility initiatives to their educational needs.
- To examine the perceptions of beneficiaries about how the CSR initiatives could be sustained.
- To elicit the views of beneficiaries on how corporate social responsibility initiatives can be strengthened.

1.6 Organisation of the Research Report

The report is organised into chapters; Chapter one is the introduction of the research report; Chapter two focuses on the review of literature in relation to CSR and CSR initiatives in South Africa. Chapter three presents the methodology used in the study and the study area. Chapter four gives an analysis of the research findings and chapter five presents a summary and conclusion of the main findings and also gives recommendations bases on the issues arising from the study.

CHAPTER 2: A REVIEW OF CORPORATE SOCIAL RESPONSIBILITY

2.1 The Concept of Corporate Social Responsibility

Numerous definitions for corporate social responsibility (CSR) have been proposed across various studies with no standardized consensual definition given (McWilliams, & Siegel, 2001). Corporate social responsibility (CSR) refers to the situations where the company goes beyond compliance and engages in "actions that appear to further some social good, beyond the interest of the firm and that required by law" (McWilliams and Siegel, 2001 cited in McWilliams, Siegel & Wright, 2005, p. 3). This definition of CSR implies that organizations or companies must go beyond their legal obligations and contribute to the development of society. The phrase 'actions that appear to further some social good' only goes to defeat the purpose of CSR in that these action may appear to further social good but in actual terms may do nothing at all. This is one of the many definitions of CSR. The British Standards Institute also refers to CSR as "a mechanism for organizations to voluntarily integrate social and environmental concerns into their organizations and their interactions with the stakeholders, which are over and above the organizations legal responsibility" (Thomson & John, 2007, p. 122).

In this definition, CSR is viewed as the vehicle through which corporations can address both social and environmental concerns as well as their interactions with their stakeholders. Stakeholders constitute people and can be defined as the employees, customers, business partners, suppliers, vendors, government, and the community (McWilliams, Siegel & Wright, 2005). Another definition of CSR is by the Commission of the European Communities (2001) in Dahlsrud (2008, p. 7), which defines CSR as "a concept whereby companies integrate social and environmental concerns into their business operations and in their interactions with the stakeholders on a voluntary basis". Though this definition is similar to that of The British Standards Institute it places emphasis on CSR being on a voluntary basis. Thomson & John (2008, p. 122), are of the view that CSR is not only about giving funds but rather in the light of "the integrity with which a company governs itself, fulfil its mission, lives by its values, engages with its stakeholders, measures its impact and reports on its activities" and Clement-Jones cited in Hancock (2004) affirms this. CSR thus encompasses all activities of a company with regards to how it conducts business in its environment, what it contributes to both its workforce and society as a whole, and how compliant its practices

are with legal regulations. This study will adopt Struwig's (1994) definition of CSR cited in Davids et al. (2009, p. 78) namely;

> "The voluntary behaviour undertaken by organizations in the private sector which directly benefits the wider society of which these organizations are part. This behaviour should be undertaken as a voluntary obligation which extends at least partially beyond the legal boundaries laid down by the wider society and which does not necessarily have a direct economic (or other) benefit to the organizations".

This definition best explains what CSR is and what it is required to do. It also takes into consideration the obligations of a company to its shareholders and also to stakeholders and society, as well as the voluntary aspect of CSR as a moral obligation by organizations and best explains CSR practices today. From the views of Thomson & John (2007), Hancock (2004) and Hopkins (2007), it can be said that CSR thus, means the ability for companies to behave in a manner that is ethical, while maintaining their profit objectives and ensuring the harmonious welfare of their workers and dependents as well as the community and society as a whole.

Many companies tend to be more socially and environmentally responsible in conducting their businesses and in contributing towards societal upliftment due to the increased stakeholder expectations and concerns while some companies have even gone the extra mile to incorporate CSR into their core businesses and are guided by it regardless of the legalities in recent years (McWilliams & Siegel, 2001). CSR activities have taken the forms of and include corporations manufacturing products that reduce pollution and are environmentally friendly, incorporating progressive human capacity building through corporate policies that will promote employee growth and empowerment, promoting development within communities that operate via programmes and projects towards the advancement of the goals and objectives of the communities by working community based organizations (CBO), providing funding and bursaries for orphans and vulnerable children and towards the developmental needs of rural communities (McWilliams, Siegel & Wright, 2005).

The review of literature shows that CSR comprises of many activities and has different meanings for different people and organizations. There is therefore no defined specific way

or method of implementing CSR since it does not hold the same meaning for everyone. Over the years, CSR has become a core part of businesses with strong indications that the more a company is perceived as being socially responsible the more likely it is for the company to retain the best people in a competitive market (Sustainable Development Innovation Brief, 2007). With CSR and its growing significance on good business practice, both in the global and local media, and its ability to attract and retain the best human capital is important in securing a competitive edge in an ever changing global economy. The concept of CSR presupposes that businesses do not happen in a vacuum but rather in an environment or society and takes into account the human element of businesses (Idemudia, 2011). Therefore companies are obligated to take into consideration the interests and social wellbeing of the society they function in besides their profit making goals (Idemudia, 2011). CSR varies from country to country and even within regions. However its prime objectives do not succeed in capturing this diversity regardless of the significance of global standards that support both businesses and stakeholders, hence the great mismatch between all inclusive expectations, local upheavals and opportunities (Hamann, 2006 cited in Idemudia, 2011). These views have provided a rich literature on CSR and the different definitional views as well as what constitutes CSR.

2.2 A General overview of Corporate Social Responsibility

A study conducted by Carroll (1999) tracks the history and origin of the concept of CSR as far back as the 1950's. The study shows the beginning of early modern literature on CSR which is evident in Bowen's (1953) publication. Bowen (1953) referred to CSR then as social responsibility (SR) arising from the premise that, most of the hundred largest companies are the fundamental centres of power and decision making and the behaviours of these organizations affect the lives of the individual citizens in many ways (Carroll, 1999). Carroll further suggests that most CSR decisions by businesses are underpinned by complex bureaucratic processes of possibly rewarding the company through some form of economic benefit by virtue of its socially responsible behaviour (Carroll, 1999). Over the years various models of CSR have emerged with philanthropy being the first form of CSR. Many organizations were of the view that by giving to charity they were contributing to the development of society and by so doing addressing the issue of poverty. It emerged from

neighbours helping neighbours, into the industrial age where big corporations with money funded social developmental projects such as building of schools, providing shelter and food for the poor, and charities in order to give back to society as a form of CSR. The idea of CSR was conceptualized within these era's, when poverty was considered a necessary evil, for human survival and goes a little beyond philanthropy, from helping the community and the needy into a more structured form of philanthropy with the backing of legal legislature (Beier, 1983). This era marked the first and foremost model of CSR, though it was not known or called CSR for that matter. CSR later evolved into a more structured form of corporate obligation following the implementation of labour laws and corporate governance acts. This is evident in the various international labour laws and company acts that are being implemented in the developed countries and begin promulgated in the developing countries around the world. CSR has since leaped from a philanthropic or obligatory perspective towards a more dynamic combination of the two approaches known as Strategic CSR. CSR is thus seen as a form of reputation building or maintenance in a globally competitive market, in that if a company is perceived by the community or society as reducing the environmental effects of releasing toxic gases into the atmosphere then its products are likely to be preferred and bought, its reputation would improve and increase their profits (McWilliams, Siegel & Wright, 2005).

In view of the highlighted factors, it is notable that the principles of CSR emanated from the practice of philanthropy and are practical, and thus can easily be adhered to by all organizations because CSR in this context is an all-inclusive model that seeks to strike a balance between the profit making-objectives and the development of society and the environment, which will in turn enable those companies to raise their profits. In brief, the thoughts that have since shaped the development of corporate social responsibility into a more specialized field of interest, range from emerging themes such as: the relation between CSR and competitive advantage; the role of differences in institutional environments in framing stakeholder expectations regarding the propensity of firms to engage in CSR; a comparison of the social desirability of the strategic use of CSR versus coerced CSR; the role of economic, philosophical, and global corporate citizenship perspectives on CSR and; the evolution and influence of the academic literature on CSR, just to mention a few (McWilliams, Siegel &Wright, 2005). The aforementioned themes have all contributed to the rich literature on CSR, of that which is more tailored to the ideologies of the western world and less applicable in the developing world by virtue of diversity. This brings to light the

issue of what constitutes CSR in various countries, regions and the world at large. According to Baron (2001) in McWilliams, Siegel &Wright (2005), strategic CSR is applicable to capture value, thereby motivate for the actions that identify socially, as opposed to privately responsible actions that somewhat seem to bring social benefits that exceed the cost of the action to organizations. Strategic CSR does not change the motivation unless the social benefits are of value to the managers. For instance, providing day care facilities in communities, which may be motivated by the management's attempt to reduce absenteeism in the work place, at the same time this may in turn result in lowering the number of juvenile crimes in those communities (McWilliams, Siegel &Wright, 2005). Studies by O'Brien (2001), Ite (2004) and Werner (2009) posited that strategic corporate social responsibility can reduce negative impacts of CSR and maximizing positive development of society. Werner (2009, p. 546) further stipulates that strategic CSR if designed and implemented to encompass the needs of the region, the country, the community and the corporation can become a "source of opportunity, innovation and competitive advantage". Thus strategic CSR can be a sure way to address the issue of undesirable effects of CSR initiatives while supporting the business. According to Visser (2008, p. 473);

> "The challenge for corporate social responsibility (CSR) in developing countries is framed by a vision that was distilled in 2000 into the Millennium Development Goals towards creating a world with less poverty, hunger and disease, greater survival prospects for mothers and their infants, better educated children, equal opportunities for women, and a healthier environment".

In his discussion he elaborated that governments of developing countries can achieve the above mentioned targets of the MDG's by setting favourable measures to ensure and facilitate accountability of both local and multinational businesses with regards to their CSR contributions to the communities in which they operate (Visser, 2008). CSR can be grouped in three categories of standards as posited by the Sustainable Development Innovation Briefs (2007, p. 1) namely that "a minimum standard for CSR might be that businesses fulfil their legal obligations or, if laws or enforcement are lacking, that they 'do no harm'. A median approach goes beyond compliance, calling for businesses to do their best, where a 'business case' can be made, to contribute positively to sustainable development by addressing their social and environmental impacts, and potentially also through social or community investments. A maximum standard points toward the active alignment of internal business goals with externally set societal goals (those that support sustainable development)".

By so doing CSR can be effective and more strategic in helping developing countries close the gap created by a history of suppression, unfair trade and exploitation by past acts of multinational companies from developed countries, through their business operations. Furthermore, though governments of developing countries, companies and NGO's have increased attempts of incorporating the developed country initiated CSR policy schemes through high direct participation over the past five years as evidenced by the CSR models adopted by countries such as: South Africa's black economic empowerment initiative, Zambia's Citizens' Economic Empowerment, the Philippines' presidential encouragement of business efforts to tackle poverty, and Western Siberia's Company-Community agreements to mention but a few (Sustainable Development Innovation Briefs, 2007). These are some examples of CSR models that have been employed from developed countries and modified to suit the needs of the developing countries implementing them. While it seems as though most of the models and literature on CSR manifest from the more developed industrial countries with very little contributions to literature from developing countries, it is however evident that some researchers believe that CSR models implemented in some developing countries can be replicated internationally and foster positive development towards the alleviation of poverty and national developmental goals. Werner (2009, p. 546) affirms this view in his statement that "Bangladesh provides specific examples of CSR implemented in developing countries from which one can draw critical lessons and recommendations for international efforts to harness the power of the private sector to achieve the Millennium Development Goals (MDGs) and improve the health and welfare of socially-excluded populations." He nevertheless, argues that there seems to be a misconception of what modern CSR is, and some companies in developing countries miscomprehend mere adherence to laws and regulations of the national labour as CSR itself, yet CSR involves going beyond compliance to help solve community social needs (Werner, 2009).

2.3 CSR in South Africa and the Emerging Models

South Africa has a vast variety of CSR models yet there is inadequate literature on the processes, design, implementation, monitoring and evaluation of these CSR initiatives and strategies. CSR is relatively new in South Africa with its young but progressive emerging economy facing many challenges by virtue of its apartheid past. CSR first emerged in South

Africa in 1976 after the Soweto uprising which resulted in companies endorsing codes of employment, followed by the approval of the Sullivan Code in 1976 by American Companies operating in South Africa, the establishment of the Urban Foundation in 1977, which motivated the growth and the formal acceptance of the black trade union movement in 1979 (Davids et al., 2009). There have been a number models underpinning corporate social responsibility, but the study looks at the three main models that form the theoretical framework of CSR. Taking into account the debates on different theories different approaches and using the same terminologies with different meanings. According to Votaw (1972, p. 25);

> ‘‘Corporate social responsibility means something, but not always the same thing to everybody. To some it conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviour in the ethical sense; to still others, the meaning transmitted is that of ‘responsible for’ in a causal mode; many simply equate it with a charitable contribution; some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym for legitimacy in the context of belonging or being proper or valid; a few see a sort of fiduciary duty imposing higher standards of behaviour on businessmen than on citizens at large’’.

The model that emerged during apartheid era followed a moral and ethical perspective. It was more as a result of riots, and the people’s protests against bad working condition that led companies to take up CSR as a means to address employee complaints and to alleviate suffering within the communities they operate in. According to O’Brien (2001) CSR in South Africa can be seen as representing development and as a result of philanthropy and ethics. This model was not seen as a forced obligation on the parts of corporations but rather a responsibility of corporations as a part of society to contribute towards the upliftment of its employees and their families. Within this model CSR was seen more as a form of charity and not a legal obligation. Most companies in South Africa then were partially practicing CSR as and when they felt like it (Davids et al., 2009). According to Helg (2007), CSR was developed without the concept being properly framed within a common agreed definition, thus leading to actors involved in shaping the CSR framework, doing so in accordance with their own interests. This formed the framework within which CSR was practices during the apartheid era.

After apartheid ended and the years that followed, the South African government, with the help of international organizations such as the EU and the UN, shaped the second framework or model of within which CSR was practiced, through the implementation legal obligations, trade policies and codes of practice. The introduction of the various trade policies that protect businesses and the environment as well as the corporate governance acts that serve as guidelines for corporations to abide by, have led to the improved regulation and enforcement of labour laws in the country (Werner, 2009). Thus the emergence of CSR as a legal obligation for companies to adhere to in South Africa has to a large extent boosted the practice and initiatives of CSR. Studies by Trialouge (2010) have shown that most corporations in South Africa are motivated by moral obligations, laws and regulations, status and reputation, stakeholder pressures, licence-to-operate obligations and industry charters. Furthermore, the introduction of the 2007 black economic empowerment (BEE) Codes of Good Practice which require companies to allocate 1% of their net profit after tax (NPAT) on socio-economic development (SED) spawned companies going beyond that which was required by law and allocating an average of 1.3% of NPAT in 2009/2010 financial year (Trialouge, 2010). Emphasis on corporations incorporating social considerations in their core businesses is accentuated by the Second King Report (2002) also known as King II. Davids et al. (2009), affirms this in his views that corporations should see their role towards CSR as including a contribution towards the reconstruction and development of South Africa. “CSR is founded on the notion that corporations are in relationship with other interests in, for instance, economic, cultural, environmental and social systems because business activities affect – and are affected by – such interests in society” suggests that it is in the best interest of corporations to have this in mind when designing their CSR strategies and budgets (Dobers & Halme, 2009, p. 238).

This study used CSR and CSI interchangeably to mean the same thing, although, South African businesses prefer to use the term ‘corporate social investment (CSI)’ as opposed to that of ‘corporate social responsibility (CSR)’ because they interpret “the word ‘responsibility’ as an obligation imposed on them with reference to past misdeeds” (Fig, 2002, cited in Davids et al., 2009, p. 2). Moreover, these misdemeanours date back to the history of apartheid in South Africa when racial segregation of the people in both work place and residential areas were rife, yet a well- governed company should be aware of, and respond to, social issues, placing a high priority on ethical standards (Davids et al., 2009). At the same time, a good corporate citizen is increasingly seen as one that is non-discriminatory,

non-exploitative, and responsible with regard to environmental and human rights issues hence a company is likely to experience indirect economic benefits such as improved productivity and corporate reputation by taking those CSR factors into consideration (King Commission Report III, 2009). Corporate policy serves as a means by which corporate entities regulate and monitor their business compliance with the law, ethical standards and ensures that they are in line with national and international laws and regulations. Good corporate governance will not result from compliance with regulations alone but rather from the integration of fairness, accountability, responsibility and transparency on a foundation of intellectual honesty (King III Report, 2009).

Although most people appreciate the recent advancement of CSR in South Africa, some researchers argue that the capacity of CSR may not be enough in contributing to sustainable development (Dobers & Halme, 2009). This statement has also been confirmed by Werner (2009), Visser (2008) and Adams & Ghaly (2006); they argue that though CSR seems to address issues related to development, corporations act within legal boundaries, but there is still the issue of inadequate accountability in terms of reporting on CSR activities. The standards that are central to all corporations in their CSR programs fail to address the pressing areas of need for the beneficiary communities they are implementing these activities. Rather most CSR initiatives address areas of interest to corporations and its board members, thus leading to the issue of sustainability of these programs as well as the effectiveness of the programs in relation to the needs of the individuals, groups, community and society as a whole.

One can infer from the above enunciated issues that some multinational corporations are practicing double standards whereby they act ethically in areas that are highly regulated, such as in the USA, but at the same time, they may act in an opposite manner in less regulated parts of the world, such as in India, using cheap labour (Adams and Ghaly, 2006; Dobers & Halme, 2009). Thus some companies only comply on paper but in reality fail to practice what they preach and propagate. This is gives an overview of the legal obligations of CSR to companies and the framework in which it has been practiced in South Africa. Taking into consideration; the labour laws, the industry charters pertaining to the various sectors of business operations in the country, and the adoption of the King III report on corporate governance for South Africa as a legal obligation by corporations.

The emerging framework of CSR is one of a more strategic approach to CSR practice. This model is now being widely endorsed by many researchers and organizations all over the world and has been the issue of debate framing CSR today. This model takes into account the various roles of an organization with regards to all its stakeholders. It seeks to harmonize the corporate objectives of the corporation to that of the development agenda of the country of operation; it's obligations to its stakeholders and to society as a whole, as well as to the environment. In addition, while corporations must have good CSR strategies within their corporate policies in order to maintain their reputation, they are also expected to maximize profits for stakeholders such as shareholders, employees, and customers (Sustainable Development Innovation Briefs, 2007). This model combines both the moral and legal approaches to CSR and translates it into a more dynamic and practical framework with which CSR can be achieved and both social and economic objectives met. Furthermore, it is evident in some situations that businesses do not put in sufficient amounts of resources to achieve what they have promised in their CSR agenda (Davids et al., 2009), thus the rise of the strategic CSR approach. According to Burke & Lodgson (1996), when CSR activities, which are viewed as being philanthropic in nature, are closer to the company's mission, they create greater wealth than others kinds of donations.

It therefore goes without saying that strategic CSR is the most adopted model of CSR employed by many organizations in South Africa today. Companies who are socially responsible and incorporate strategic CSR into their core businesses have an all-inclusive view of CSR with regards to its "stakeholders and measure its performance in a triple bottom-line: economic/financial, environmental and social", seeking "paths that advances all the measures, none at the cost of the other" (Werner, 2009, p. 546). Observed from a critical eye, it is obligatory for corporations to accomplish well in non-financial areas such as human rights, business ethics, environmental policies, corporate contributions, community development, corporate governance, and workplace issues (King Commission Report III, 2009), yet not all corporations adhered strictly to these requirements in South Africa (Trialouge, 2010).

Many organizations implement strategic CSR because it incorporates a developmental process that benefits society and promotes the company's image and products at the same time thus increasing profitability. Strategic CSR seeks to harmonize CSR and profitability (Visser, 2008). According to Werner (2009) and Sustainable Development Innovation Briefs

(2007), strategic CSR helps to indirectly increase profit margins of organization while being socially responsible. Companies that are perceived to be socially responsible are likely to be ahead of their competitors in line with stakeholder expectations (McWilliams, Siegel & Wright, 2005). Although CSR has both positive and negative impacts in both the developed and developing countries, strategic CSR can be used as a tool to mitigate the negative impacts of CSR initiatives while promoting business (Werner, 2009). Thus, it is of great significance for every corporation in developing countries to note that they should incorporate in their corporate policies strategies that are ethical and ensure that it serves the benefits of the business, environment and society as a whole (Werner, 2009; Davids 2009).

2.4 CSR Initiatives and the Development Agenda of South Africa

CSR has contributed immensely to the developmental drive of South Africa, through the various initiatives and funding of government projects and programs all over the country. Remarkable examples of CSR initiatives in South Africa contributing in some form to sustainable development are in the education, health; social and community development sectors, contributing toward capacity building, empowering the less fortunate, creating jobs while contributing to the social developmental needs of both community and the vulnerable people (Trialouge, 2010). Most organizations implement CSR initiatives or fund initiatives by non-governmental organizations (NGO) in line with government policies for development.

In a bid to harness governments' involvement with the public sector in relation to their contributions to the development efforts, public policies are put in place to mitigate negative impacts of CSR (Sustainable Development Innovation Brief, 2007). South Africa, in this regard, implemented policies and principles towards corporate social responsibility as far back as 1976, with a superb example of such discourse evident in the adoption of the Sullivan Code which was publicized by Reverend L.H. Sullivan (Davids et al., 2009).

In light of the above disposition, the companies that subscribe and affiliate to the Global Sullivan Principles are required to implement policies, procedures and internal reporting structures that help ensure commitment to these aspirations (King II Report, 2002, cited in Davids, 2009). The Global Sullivan Principles was complemented by other policies such as the Second and Third Kings Report on Corporate Governance and has formed the basis of

corporate policy towards CSR or CSI in South Africa today (Davids et al., 2009; King III Report, 2009). Consequently, these policies regulate and function as corporate governance for both local and international corporations in South Africa as they fulfil their corporate social responsibilities. All in all, the scope of CSR initiatives in South Africa over the past eight years has been tremendous with new regulations playing a substantial role in this growth and having different interpretation and understanding of the concept of "CSR" by most corporations thereby necessitating them to partially fulfil their CSR as demanded by the corporate and national laws. Trialouge (2010, p. 30) states that "several industry charters, including the mining charter, petroleum and liquid fuel charter, the construction charter, and the ICT charter" have increased the implementation of CSR as it is a prerequisite to practice in those sectors in South Africa. These industry charters were instigated between 2002 -2004 with varying social spending targets as a precondition obligation for corporations to operate (Trialouge, 2010). Also, some companies genuinely want to implement their CSR initiatives but lack sufficient expertise of the "know-how" hence they have poor results which lead to failures of projects and programs encompassed on their initiatives. Thus, they need to liaise with Non- Profit Organizations (NPOs) and Community Based Organizations (CBOs) to enable them receive thorough training on the "know- how" of implementing and managing their strategic CSR initiatives, projects and programs.

The 2010 report published by Trialouge (2010) brings out how CSR has attempted to address development with regards to the development agenda of South Africa. It was evident that the education sector benefited most from all CSR initiatives and investments in the 2009/2010 financial year. The breakdown by Trialouge (2010, pp. 38-41) of a total estimate expenditure of R 5.4 billion is as follows (although revised for my understanding);

- Education – with 32.4% of total estimated expenditure broken down into level of education, type of intervention and subject area and supported by 93% of corporate organizations in South Africa.
- Health – with 16.7% of the total estimated expenditure channelled into primary healthcare, HIV/ AIDS and related healthcare initiatives and supported by 63% of corporate organizations. It was the second sector to receive a high percentage of the investment or funds in 2009/2010.

- Social and community development – with 12.5% of the funds mostly focused on in fracture, facilities and equipment targeted towards orphans and vulnerable children and supported by 73% of corporations though with lesser funds than in the education and health sectors.

The other sectors are as follows: Food security and agriculture – with 6.9%, Environment – with 5.8%, Enterprise development – with 5.6%, Training – with 5.2%, Arts and culture – with 4.6%, Housing and living conditions – with 3.5%, Safety and security – with 2.3%, and Sports development – with 2.2% respectively. .

Figure 1.1

Figure 1.1 illustrates and outlines how the 32.4% of R5 billion was distributed in the various levels of education, the interventions and what subject areas benefited most.

Fig. 1.1 CSR Education Spend

Level of Education %	**Type of Intervention %**	**Subject Area %**
Further education and training – 29%	Bursaries, scholarships, university chairs – 25%	Maths and science – 30%
General education – 28%	Curriculum development/ course materials – 20%	General subjects – 15%
Tertiary education – 24%	Infrastructure, facilities and equipment – 16%	Life skills – 14%
Early childhood development – 16%	Teacher development – 15%	Information technology/ computers – 13%
Adult education – 3%	Additional learner programmes – 14%	Language literacy – 12%
	Special needs interventions – 7%	Vocational and technical training – 9%
	School governance and functionality – 3%	

Revised version of data (Trialouge, 2010, p. 38)

The statistics and data above show that modern day CSR has developed in terms of its initiatives from the traditional philanthropic and obligatory dimensions into a more structured

and all inclusive approach in line with national policy towards development. In the face of recession it is evident in Trialouge (2010) that CSR has increased in terms of its expenditure though not significantly. The South African development agenda operates on the tripartite coalition of institutional players in development, namely; government, private sector and civil society in line with the neo-liberal consensus that government has adopted, which is by far the best approach towards the achievement of the developmental objectives of the country as opposed to if government alone were to drive the developmental agenda. The view that CSR activities can be measured in marketing terms of image and reputation building resulting in positive outcomes of employee attitudes towards work (Werner, 2009); the assumption here implies that employees and consumers appreciate the benefits of CSR practices to the community and would be willing to meet the cost of those practices by working harder, paying more for socially responsible products and purchasing more products from the company.

Furthermore, CSR can enhance the long term sustainability and growth of a company and ensure greater retention of staff. This is due to the fact that an organization that is perceived as being socially responsible by society will have the support of the public, suppliers and consumers. It also goes without saying, that when a company is seen as being socially responsible it is much easier to ensure employee loyalty and retain staff as happy staff will not only put in extra effort to meet company objectives they would also stay loyal to the company. With the incorporation of CSR policies in some companies in South Africa it has become evident that CSR in corporate policies help reduce cost by recycling CSR initiatives that can be implemented within the company. This affirms Branco & Rodrigues (2007) and Carrasco's (2007) argument that CSR benefits businesses and brings about competitive advantages to the organizations in the long run. In spite of all these laudable contributions, there are still challenges that militate against the achievement of sustainable development through CSR.

2.5 Challenges of CSR Initiatives in South Africa

CSR has faced various challenges over the years from it very inception. Though the intended objective of CSR may vary from organization to organization, country to country and region to region its consensus is to enhance profitability through projects and programs that build the

capacities of the local people and also improve the lives of their workforce. However, it is problematic that some companies only pay lip service in their CSR commitments, in that they may contribute to an aspect of development with their CSR initiatives whilst they destroy or negatively impact other sectors of development by not living up to the standard required by law; instead they outsource other people to clean up or solve the problems they are creating in society as in the case of Nigeria and the oil companies (Idemudia, 2011). Above all, since CSR has become a household name in corporate circles, there are great concerns that some companies may promote an image of CSR whether or not they have a true strategy in place and the results to show for (Sustainable Development Innovation Briefs, 2007). The field of CSR has grown significantly with a great proliferation of approaches and terminologies, yet the lack of consensus understanding of what CSR is, a common framework in which it can be practiced and what is required has led to a grave injustice to developing countries as opposed to developed countries that have more experience and policies that a well structured to ensure accountability on the part of both local and international corporations (Garriga & Melé, 2004; Visser, 2008; Werner, 2009).

The lack of accountability measures in developing countries leaves a lot to be desired, in that, most organizations both local and international, but especially multinational companies may report on their CSR processes, design and implementation and make these reports available to the public in well structured legal requirements in place. Yet in terms of outcomes in developing countries, with less structured legal regulations in place these same companies practice double standards with regards to the aforementioned e.g. cheap labour in China, India etc (Adams & Ghaly, 2007; Dobers & Halme, 2009).

Development is about people and with people, therefore for developmental programs and projects to be successful there is the need for the people's participation and capacity building to ensure sustainability. However, in most cases CSR initiatives do not take into account the human factor in the initial planning, thus there is no interactive participation of beneficiaries of these projects in the actual planning and design phases. Instead a passive form of participation is used in which beneficiaries and other stakeholders are informed about what is going to happen, what is happening or what has happened. The people's inputs are not directly involved in the planning phase of the programs and projects. Though research has addressed this issue using the stakeholder dialogue which helps to address the question of CSR responsiveness to the generally unclear signals received from the environment.

According to Kaptein & Van Tulder (2003, p. 208), this dialogue ‘‘not only enhances a company’s sensitivity to its environment but also increases the environments understanding of the dilemmas facing the organization’’. Though this is true in reality the issue on the ground is that working or participation with stakeholders are time consuming and many organizations are not ready to engage in lengthy dissuasions to identify expectations and needs of stakeholders. Thus there is not much consultation with the local community as to what CSR should be in terms of participatory development as stipulated by the Manila Declaration (Manila Declaration on people’s participation and sustainable development, 1989). Furthermore, the implementations of CSR initiatives are sometimes problematic, in that, the outcomes often benefit a few elite; there is very little trickle-down effect to the ordinary people. One may ask, why this statement? According to Theron (2008), it is the ideal that communities are able or can influence direct and eventually own developmental projects and programmes and mainly focuses on a bottom-up approach to needs assessment and CSR initiative formulation and design. This process enhances sustainability of CSR initiatives but is time consuming as human beings are difficult to predict and therefore the projects cannot be fast tracked. As organisation are time bound and would like to meet their set objectives, they tend to cut corners in their planning with regards to participation and may thus may not meet their objectives leading to programme or project failure and closure.

The above clarifies the challenge of stakeholder participation in CSR programs, whereas in other situations this may not be the case. In many instances the challenge of project management also becomes an issue. Many organisations have their specific roles, skills and experiences that are essential to their day to day activities in connection with their business operations, but very little knowledge with regards to programme management and design. Thus in an attempt to cut cost by taking on experts in field and incurring extra administrative cost. The board therefore comes up with CSR initiative and design and implement it in the beneficiary communities which usually fail due to lack of expertise in project management skills. Frimpong (2003), states that developmental projects serve as a vehicle or instrument for capacity building of local people as well as the instrument for implementing both national and corporate policies. At the same time, CSR interventions in the public policy process especially with respect to areas in which specific developmental policies are not yet clearly established or in transition: ‘‘It is legitimate – and may be essential – that affected firms participate openly in the policy formation’’ (Preston & Post, 1981, p. 61).

Furthermore, some companies pursue the CSR objectives for ulterior motives rather than for the good of the societies they function in. Siegel & Vitaliano (2007) argue that many businesses in South Africa and all over the world do understand the need to be socially responsible, but some still do not fully comprehend the impact of CSR on business profitability and growth, thus the haphazard implementation of CSR initiatives and policies in some corporations. Finally but not the least, the issue of transparency has been of grave concern to researchers. Austin (2007) corporate philanthropy or CSR is spending money that belongs to other people (shareholders), therefore there is the need to attain permission or the consent of shareholders. He further argues that when it comes to a corporation, giving back is precisely what it does. In that a company being successful and thereby contributing to our economy and our society. With this in mind, transparency refers to providing enough information that the decision makers can anticipate the adverse effects of potential decisions. This is the most pressing issue in developing countries with corruption and weak legal regulation governing companies. Corporations are not forth coming in reporting on their CSR expenditure and the processes of programme selection as well as the motive for the CSR initiative choices that they make. According to Austin (2007) some corporations seem to be socially responsible and yet do not hold their duty towards it shareholders whose investments they are managing. CSR is concerned with harmonizing company responsibility, shareholders and stakeholders and increasing profitability in real terms.

This shows that CSR will only be able to achieve its full potential by taking into account the political atmosphere, the culture, the suitability of the initiative and the location of the project. It is so far evident that CSR in South Africa has contributed a great deal towards social development; nevertheless its focus is more on areas that benefit the company's interests and still contribute to development. The CSR practices in South Africa are in line with national policy fostering development and are mostly located in Gauteng where most of the business centres are, thus neglecting the other provinces that in actual fact need these interventions. As a result, Gauteng is saturated with most of the CSR interventions and hence CSR initiatives are not really addressing the developmental needs of the country as a whole. Most CSR decisions are made in by board members and the staff informed, thus defeating the purpose of participation of both staff and other stakeholders. Though CSR is contributing to development in some form in South Africa, there still remains the gap created by a history of oppression, unequal opportunities, unfair trade, and the apartheid past of the country.

2.6 Beneficiary Participation in CSR Initiatives

Many CSR initiatives have failed due to the lack of beneficiary participation in the development process. According to Frynas (2005), when the local people in developing countries in Africa were asked how CSR should be defined, the emphasis was placed on issues such as local capacity building and filling the gap where government falls short. The issue of capacity building and empowerment lies on the understanding that the local people themselves are experts in their own development as they have experienced the problems they face over a period and are in the position to determine what solutions would work by virtue of possessing indigenous knowledge (De Beer & Swanepoel, 2000). This implies that when beneficiaries or local people participate fully in programmes and projects they contribute knowledge and local resources by means of pointing out what has been done before and what projects would likely succeed within the community. Participation of beneficiaries within programmes and projects adds goes to ensure sustainability of the programmes as the beneficiaries would feel a sense of ownership towards the development programme and also would be capacitated initiate their own programmes in the near future through capacity building (De Beer & Swanepoel, 2006; Theron, 2008; Davids, Theron & Maphunye, 2009). Frynas (2005), further argues that CSR initiatives are being designed and implemented by the 'helpers' (organisations) sitting in their luxurious offices instead of developing an ongoing participatory process with the beneficiaries in the whole process of the programme or project life cycle as advocated by development theorists. Instead the CSR approaches follow the logic of serving corporate objectives and participation of beneficiary communities usually never goes beyond the community elders and chiefs (Frynas, 2005). Beneficiary participation is an important factor in the success of development programmes.

According to Theron & Ceasar (2008), participation differs from organisation to organisation and therefore different stakeholders would have differing understanding of what participation is (Theron & Ceasar, 2008). This implies that participation may mean involvement to an organisation and mean power over decisions to a beneficiary or vice versa. Pretty et al., (1995) cited in Theron in Davids, Theron & Maphunye (2009, pp. 116-117), demonstrated seven typologies of public participation as illustrated in the figure 1.2 below:

Figure 2.1: Types of participation

Forms of Participation	Participation Description
Passive participation	In this form people participate by being told what is going to happen or what has already happened. This type of participation is a top-down (centralised) approach to participation and does not require any input from the beneficiaries. Here people participate by being informed.
Participation in information giving	Beneficiaries or the local people participate by answering questions posed by experts or researchers in questionnaires and surveys without actually having any influence on the outcome of the findings. Participation here is purely information giving without any guarantee the information would be used in decision making.
Participation by consultation	People participate by being consulted by professionals (experts). The problems and solutions are defined by the professionals and modification made in light of the public's responses. The experts are under no obligation to take into consideration the views of the people nor does the public have any direct influence in the decisions making process.
Participation for material incentives	People participate by providing resources, such as labour, in return for food and cash. This typology typically takes place in rural areas, where for example, farmers provide the fields but are not involved in the experiment or learning process. Usually the people have no stake in prolonging the activities when the initiatives end.
Functional participation	People participate in a group context to meet predetermined objectives related to the programme or project, which may be developed

	externally by social organisations. People are not usually involved at the early stages of the project cycle or planning, but are not involved in the decisions that led to those objectives.
Interactive participation	People participate in a joint analysis with organisations, leading to the development of action plans and capacity building. Participation here is seen as a right and not just a means to achieve project goals. It sometimes leads to the formation of new local institutions or the strengthening of existing ones.
Self- mobilisation	People participate by taking initiatives independent of external institutions to change their circumstances or systems. The external institutions are only there to provide resources and give technical advice if the need arises. The beneficiaries are in charge of decisions concerning their development and control how resources are used. There is a bottom-up (decentralised) approach to public involvement.

Modified version sourced from Davids, Theron & Maphunye (2009, pp. 116-117)

The typologies of participation above show that different organisations would define beneficiary participation in any one of the above forms. It is clear participation by self mobilisation is the ideal form of participation in development programmes but that is not the case in developing countries such as South Africa. According to Kumar (2002), when participation is seen as an end in itself, participation becomes an empowerment process. Therefore, when participation of beneficiaries of CSR initiatives is regarded as an end in itself and not a means to an end, even when the initiatives fail to achieve the desired goals and objects, the beneficiaries would be capacitated to be able to influence and direct their own development projects and programmes that address their felt needs in future. According to Theron in Davids, Theron & Maphunye (2009, p. 131), people in authority especially "decision makers are not comfortable with the idea of public participation" though it offers

the opportunity to set right past and current top-down approaches to development and also enhances the chances of achieving sustainable development.

2.7 Conclusion

It is important to note that the western concept of CSR has to a large extent influenced CSR practice in Africa. The practice of CSR is directly imported from developed nations without aligning it to the needs, capabilities and expectations of the developing countries they are being imported to. Governments are forced to comply with governing laws and regulations of the globalised world. Therefore the issues of CSR can be traced directly to globalisation and the associated expectations that the private sector would fill in the gaps where global governance has failed (Frynas, 2005). This has also led to the increased pressure placed on the public sector to do more towards the development of the society, be it within the environment, community development and even global issues and has led to the varying ways to which organisation in Africa react to the call for more CSR within the regions.

Nevertheless, should CSR programmes and projects be directed at the grass-roots (beneficiaries) priorities and driven not by external experts within the specific programmes and projects but rather the local people themselves then the likely hood the continent would emerge out of poverty is a reality that can be foreseen in the near future. This is because the local people when CSR initiatives are such that the people control and direct its course then at the end the people would have been capacitated to implement their own development void of external influence and in the end design programmes and projects that can be funded by organisations through their CSR contribution s to development.

This chapter reviewed various literatures on CSR as a general concept, its importance and the contributions it has made to development. It also looks at CSR in South Africa and the challenges with CSR practices. Finally the chapter focused on beneficiary involvement in the cycle of CSR projects and programme.

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter provides a brief background on the CSR initiatives of Tiso Foundation, a detailed explication of the research design, methodology and analysis used in the empirical phase of the study.

3.2 Research Design

A research design is simply "an action plan from getting from here to there, where 'here' is the initial set of questions and 'there' are the set of answers" (Yin 1994, p.19). It is, therefore, a structure within which data is collected (Becker & Bryman, 2004). For this study, qualitative case study design was employed as the framework for the data collection. According to Yin (1994), case studies are the preferred research approach when "how" or "why" questions are being posed, in other words, questions of process are being asked. Case studies allow a researcher to "reveal the multiplicity of factors which have interacted to produce the unique character of the entity that is the subject of study" (Yin, 1989, p.82). The research design that was used in this study was the case-study approach. The case-study approach allows the researcher to 'delve into', to study what works and what does not (Corcoran et al., 2004) hence its adoption in this research. It also allows the researcher to modify research towards identifying the source of a problem and possibly outlining what can be done about it (Becker & Bryman, 2004). The study was qualitative and exploratory in nature. Qualitative research method which allowed the researcher to study selected issues into depth, detail and openness whilst identifying and attempting to understand the categories of information that have emerged from the data (Terre Blanche, Durrheim & Painter , 2006; Salkind, 2010; Creswell, 2003). The study employed a qualitative dimension in that the open-ended questions used in the interview schedule were categorized into themes.

An exploratory study seeks to gain further insight in unexplored situations in order to develop a hypothesis or formulate a problem statement (Creswell, 2003). The suitability of a case study approach for the study is that, it enabled the researcher to answers the question of if "a program works or why a program has been carried out a particular way" (Salkind, 2010 p.

116). The research design chosen allowed the researcher to understand the complexity of Tiso Foundation's corporate social responsibility programs (Salkind, 2010).

3.3 Research Sites

The study was conducted within the Johannesburg municipality within the partner organizations of Tiso Foundation. The programmes and sites of the partnering organizations are as follows:

3.3.1 The Tiso Artisan Development Programme

The Artisan Development Programme was designed to address the issue of skilled workers in South Africa. This programme is implemented by Tiso Foundation in collaboration with Ikhaya Fundisa Techniskills Academy (PTY) Ltd (IFTA) in Roodepoort. Within this programme Tiso Foundation has trained 74 students to date in critical and scarce skills (plate welding, fitting and turning, automotive and electrical). Tiso Foundation aims to train approximately 500 artisans over a period of five years through the joint sponsorships with other corporations. The programmes main focus is towards addressing the skills shortage currently experienced in the country and in effect help mitigate the high unemployment rate amongst the youths of South Africa. Also the programme has made collaborative arrangements with other corporate entities that are in need of the trained artisans which are towards developing opportunities for experiential training and permanent employment of these students thus engaging the youth in the economic market system.

3.2.2 The Tiso Maths & Science Schools Development Programme

The Tiso Maths & Science Schools Development Programme is a partnership with the Tiso Foundation and the Maths Centre in Braamfontein. It currently sponsors 10 schools in Tembisa area to participate in a programme implemented by the Maths Centre which includes the provision of learning materials and the training of educators. The programme aims to train teachers on key areas that are problematic to teach, and to provide quality education at secondary levels (grade 10 to 12) towards a higher turnout of high school graduates who qualify to enter into tertiary institutions.

3.3.3 The Tiso Kagiso Development Programme

The foundation in partnership with Kagiso Trust sponsor tertiary education students in the Eric Molobi Scholarship Programme. These students are from rural high schools that participate in the Beyers Naude Schools Development Programme sponsored by both organisations.

3.3.4 The Tiso Scholarship Programme

Tiso tertiary scholarship programme aims at enabling brilliant but needy students from previously disadvantaged backgrounds with their tertiary education. It is targeted at undergraduates and focuses on providing both financial and non-financial support to the beneficiaries, evidence of which can be found within the University of the Witwatersrand, Johannesburg.

3.4 Study Population

The study population was drawn from Tiso Foundation and the three beneficiary organizations of TISO Foundation's corporate social responsibility initiatives. The three beneficiary organizations are: the Maths and Science Center in Braamfontein, the Ikhaya Fundisa Techniskills Academy (PTY) Ltd (IFTA) in Roodepoort, and the Kagiso Trust in Waverley all within Johannesburg metropolis. There were one hundred and twenty (120) individual beneficiaries in total in all the three organizations and from the Tiso Foundation, from which the population sample was drawn. Key informants were drawn from Tiso Foundation, Kagiso Trust and IFTA and the Maths and Science Centre in Braamfontein administration.

3.5 Sampling Procedure

The population sample refers to the selection of entities from the totality of all such similar units, known as the population (Becker & Bryman, 2004). In qualitative sampling, the precision and rigor of a sample is "defined by its ability to represent the salient characteristic

and it is these that need priority in the sample design" (Ritchie et al. 2003, p.82). Based on the logic of qualitative inquiry, a non-probability purposive sampling was used to select sixteen (16) participants from the beneficiary communities of Tiso Foundation's CSR initiative programs and projects. To select the research participants a list was provided by Tiso Foundation which had 120 names. The researcher selected 16 names out of the 120 from the various programs to represent the study population. Purposive sampling refers to the process where a researcher relies on his or her own experience and ingenuity to deliberately obtain units of analysis in such a way that it is representative of the total population in question (Wellman, Kruger & Mitchell, 2005). Furthermore, a purposive sample of six (6) key informants from different specialty areas such as project management, management, project coordination, directors and program facilitators were deliberately sought and targeted from Tiso Foundation, IFTA, Kagiso Trust and the Maths and Science Centre in Braamfontein. Key informants provided additional information on the CSR initiatives of Tiso Foundation and how it affects the people because they directly work with the beneficiaries and support them where necessary. A sample size of 16 enabled the researcher to administer the research instruments, collect data and analyze the information collected within the limited time given. The size of the sample allowed the researcher to establish rapport with the participants which enabled trust and confidentiality between the participants and the researcher. However, the overall study still produced a good mix of participants representing the various CSR initiated projects and programs of Tiso Foundation.

3.6 Research Instrumentation

The research instruments took the form of semi-structured interview schedules with open-ended questions organized around key areas of interest. This allowed the researcher the freedom to make changes to questions in response to the progress of the interview (Becker & Bryman, 2004). Open-ended questions allow researchers to explore participants' subjective experiences and views on CSR initiated projects with regards to community involvement in the selection, design and implementation of programmes. Babbie (1992) suggests that open-ended questions used in semi-structured interviews require participants to provide personal answers to questions. This ensures room for clarification of views and allows the researcher opportunity to probe for more information. The semi-structured interview schedules allowed

the researcher to elicit participants views on how CSR initiated projects and programmes could be strengthened to ensure sustainability. The open ended questions were limiting in that the interviews were time consuming and took longer than anticipated as participants were allowed to give full details which sometimes led to the emersion of new questions. This therefore, limited the results as some participants preferred to answer the questions on paper instead of a verbal interview.

3.7 Pre-testing of research instrument

A pre-test was conducted by the researcher to assess the suitability of the research tool (semi-structured interview schedules). Pre-testing is concerned with the answers provided by participants and the challenges they may encounter when answering the questions that have been posed (Grinnell, 2005). This stage of the research helped to establish whether the research results provided an indication of the research tool adequately measuring the intended issue that was being explored (Cohen & Manion, 2000). It helped to clarify ambiguities regarding the wording of questions for interviews and permitted the early detection of necessary additions and omissions and unearthed problems with the design. The purpose of the pre-test was mainly to disclose the gaps, shortcomings and inconsistencies in the research instruments and establish any difficulties likely to be encountered in responding to the questions posed to participants. Two students one from the artisan skills and training centre run by IFTA and one from the bridging program run by the University of Stellenbosch (beneficiary communities) and one key informant from Tiso Foundation were randomly selected to participate in the pre-testing of the research tool. These participants were not included in the actual study. Piloting the research instrument also allowed the researcher make certain amendments to question number six (6) as some of the participants misinterpreted that particular question and gave an overall general idea of the time allocation needed for a given interview session.

3.8 Methods of Data Collection

The researcher collected data by conducting individual face to face interviews. Before commencing each interview, the researcher explained fully the purpose of the research and

they were made aware that participation was voluntary and that disclosure of information would be kept confidential. A topic-centred semi-structured question approach was used to gather information from some of the participants about their circumstances, experiences and views on CSR initiatives to establish how it has improved their well-being. Semi-structured rather than structured questions were used as it offered sufficient flexibility to approach different respondents differently whilst still covering the same areas of data collection (Mason, 2002). There were two structured interview schedules used in collecting the data, copies of which are set out in Appendix B and C. Appendix B is the interview schedule for participants, of which seven (7) interviews were conducted out of the sixteen (16) participants' and lasted approximately between 40-45 minutes each.

The interview schedule focused on four distinct objectives of the study which were: the nature of community involvement in the selection, design and implementation of corporate social responsibility initiatives (CSRI); the perceptions of beneficiary communities about how CSRI have improved their well-being; the perceptions of beneficiary communities about the sustainability of corporate social responsibility initiatives; and the views of participants on how corporate social responsibility initiatives can be strengthened. Appendix C is the interview schedule for key informants. All interviews proceeded along everyday conversational lines rather than in a formal question and answer format. The interview schedule focused on the views of key informants from the Tiso Foundation and partnering organizations on: the nature of community involvement in the selection, design and implementation of corporate social responsibility initiatives (CSRI); the perceptions of the key informants about how CSRI have improved the well-being of the beneficiaries; key informants perceptions about the sustainability of corporate social responsibility initiatives; and their views on how corporate social responsibility initiatives can be strengthened. Time was spent before each interview to establish rapport and trust through showing warmth and interest and asking easy warm-up questions (Kirk, 2007).

Permission was obtained from the Tiso Foundation before embarking on the data collection. The programme partners were all dully informed before the onset of the data collection. This helped reduce to an appreciable level discomfort in participants due to the sensitive nature of information provided. The researcher ensured the privacy and confidentiality of each participant's information by using codes instead of names, though some participants did not mind using their names. It allowed the participants to be more sincere in answering questions; and enabled the researcher observe participants' reaction to questions asked (Bogdan &

Biklen, 2006; Salkind, 2010). The face to face nature of the interviews provided the researcher with the opportunity to observe participants' body language and non-verbal responses while answering questions. This also ensured the viability of the data as body language and actions during an interview count a lot in the validity of the information gathered (Yin, 2003; Salkind, 2010; Creswell, 2007). Validity generally refers to the research study's ability to measure what was intended to test and represent the population as accurately as possible through the data collection and analysis (Neuman, 1997).

Nonetheless, interviews can be time consuming and can also cause some level of discomfort in participants. To ensure reduced risk of such limitations, the researcher explained the expectations of the interview and research objectives to each participant; obtained their consent before commencing the interview as well as conducting the interview in a favourable comfortable environment of the participants' choice. This ensured the transferability, credibility and dependability of the research. Transferability is the degree to which the findings of the research can be applied to another context (De Vos et al, 2005). Transferability has been ensured by providing detailed analysis of the findings so that the appropriateness of the findings can be judged by the reader to find out if they can be applied in other areas.

The researcher ensured credibility of the research findings by using open ended interview questions in order for research participants to provided detailed responses, two different samples were used to validate the responses. The first sample was from the beneficiaries of the CSR initiatives of Tiso Foundation and the other sample constituted the key informants that were directly involved with the CSR initiatives. Allowing the researcher to compare the information they provided in order to identify the similarities and differences in the responses provided. The above procedure is in line with De Vos et al (2005), which suggest that the aim of credibility in a research is to demonstrate that the inquiry is conducted in a manner that ensures the subject is accurately identified and described.

According to Van der Riet & Durrheim cited in Terre Blanche, Durrheim &Painter (2006, p. 93) dependability refers to "the degree to which the reader can be convinced the findings did occur" as the researcher says it did. The researcher ensured dependability of the research findings by clearly outlining the methods employed for data collection and analysis as well as the sampling procedure used.

Some interviews were audio recorded and transcribed later. Permission was sought from all the respondents to audio record the interview session before beginning the interview.

3.9 Data Analysis

As the study was underpinned by the qualitative paradigm, the aim of the data analysis was to inductively discover the patterns of themes in the data that provided a description of observations and accounts of the participants to generate a theory. Some data were collected via audio recording and transcribed, whilst the rest the data were interview transcripts and organized into categories using thematic content analysis. According to Creswell, (2007) thematic content analysis is a method of analyzing qualitative data through identification, and categorization of the main themes that emerge in the responses provided by the research participants. The analysis was done by searching through the data collected and identifying any recurrent patterns. Basically a theme is a group of linked categories conveying similar meanings and usually emerges through the inductive analytic process (Strauss & Corbin, 1998). The inductive analytic process allows for themes to emerge from the data rather than searching for pre-determined themes. In this research study, a thematic framework, made up of the study's research questions and sensitizing concepts as well as issues raised by the respondents on views and perceptions that kept recurring during the interviews and analyzing the questions answered, were used to catalogue the data into manageable chunks for subsequent retrieval and exploration.

Before the actual analysis began, the researcher repeatedly read through all the transcripts data to formulate ideas about the possibilities of analysis and made three sets of copies of the data transcripts. Constant comparative method of association was used to analyze the data to bring out themes (Strauss & Corbin, 1998). Three sets of the interview transcripts were used. The first set of data was read through using open coding method. Each line, sentence, and paragraphs segment that had an incident or event that was a potential indicator of a theme under the study was assigned a code (Schatzman, 1991). The second set of interview transcripts were read to add codes and refine the meaning of the initial themes that had emerged. A final coding system was generated from the two sets of transcripts read before

and used in the final coding of the third set of remaining transcripts. Each emerging theme coded in the transcripts was constantly compared to identify similarities, differences and general patterns (Anderson, 2007; Patton, 2002). All the coding themes were drawn on knowledge connected to the study, returning to the study's questions and thinking in terms of the research objectives (Neuman, 2006). The data were further examined to identify categories of themes and sub themes and reassembled into groups based on patterns of similarities and differences. The major themes that emerged from the data were described and arranged systematically to make sense of the findings. The documentary text was used in the discussions and to validate the data from the field pertaining to some objective areas.

3.10 Ethical Considerations

Research ethics are means of ensuring that the principles of justice, respect and avoiding harm are upheld, by using agreed standards (Morrow, 2009). The researcher took into consideration the ethical issues that were likely to be faced during the data collection and placed measures that ensured the safety, privacy and confidentiality of the respondents. The ethical principles of the study were underpinned by; safeguarding privacy and confidentiality of respondents (Rosnow & Rosenthal, 1996). While ensuring that these ethical principles in the study and the well-being of research participants was of top priority, the researcher paid attention to the issues of informed consent, confidentiality and privacy, avoiding harm to respondents and secure data storage. The researcher also made sure to obtain ethical clearance from the University of the Witwatersrand as required by submitting the research proposal to the University's non-medical ethical committee. A copy of the ethics clearance certificate is set out in Appendix F.

3.10.1 Voluntary Informed Consent

Morrow (2009) identifies 'informed consent' as one of the key preoccupations in discussions about research ethics. The process of informed consent is "designed to ensure that research participants understand what they are agreeing to do, the limits of their participation, and awareness of any potential risks" (McCrystal, 2008, p. 90). In accordance with the standard ethics policy of the discipline, voluntary informed consent was ascertained from the

following people: (1) beneficiary communities of CSRI projects and programmes participants and (2) the key informants in the implementation agencies before they were included in the study in accordance with the ethical standards of the University, a copy of which is set out in Appendix D. Information sheets (for both the management of the company under study and the participants in the communities and the implementing agencies (Appendix A)) were used to provide information about the researcher, the purpose of the research, the duration of the research, how information for the study was to be collected and why they were chosen to participate in the study. For participants who had difficulty in understanding the information on the sheets and consent forms, the researcher took time to explain to them in simple terms what the information sheet and consent forms required of them. Participants were aware of their rights to voluntarily participate or withdraw at any given time. It is very crucial that participation in research studies involving human beings must be voluntary (Wysocki, 2004). Most of the respondents preferred to fill out the interview questions and requested assistance where they deemed necessary. In instances where their attitude or behaviour suggested that there was the possibility they might want to withdraw or did not want to share certain information, they were given the opportunity to withdraw (Murphy et al. 2004). They were also given the opportunity to ask any questions that they had pertaining to the research and their potential involvement in it.

Before the commencement of each interview or interview question distribution, the participant(s) were asked to sign a consent form (Appendix D), which signified that the participant voluntarily consented to be part of the study. Getting voluntary consent was an ethical principle that the researcher paid particular attention to. Therefore, to ensure that the researcher does not abuse the position by exploiting the participants to consent to participate in the study, the researcher emphasized strongly the voluntary nature of the participation and their right to withdraw from the study at any stage without incurring any penalties.

3.10.2 Confidentiality and Anonymity

Participants of the study were assured of their confidentiality and privacy with regards to the information they provided which was to be used only for the purposes of the research study. Confidentiality refers to the researcher’s ability to keep the identity of respondents or participants anonymous in the research report but know their identity (Wysocki, 2004).

Participants were also informed of the anonymity of quotes as well as the use of codes instead of names for all interviews and interview questions completed. Rules were employed to protect the privacy of other people during the interviews. Though participants were allowed to reveal information about others relevant to the study, they were not allowed to mention names or reveal the identities of the people they are talking about. The researcher safeguarded all information provided and secured all data in secured lockable cabinets.

3.10.3 Avoiding Harm to Participants

The researcher ensured that participation in the research study did not cause harm to any of the participants, be it psychological or emotional harm (Schuklenk, 2004). Whilst conducting the study, none of the participants were subjected to any emotional or physical harm by the researcher. Participants were also assured of their funding security not bearing on their responses given. The comfort of participants was paramount throughout the data collection period. Interviews were carried out in the schools during recess and breaks and within environments chosen as convenient by the participant. As suggested by Kaiser (2009) this can be ensured by keeping all information confidential and avoiding accidental disclosure. The research was open and honest about the nature of the study and informed participants that the study was undertaken as a requirement for the completion of a Masters degree. Finally, the participants were provided with information on the outcome of the research with possible recommendations upon request, but were made aware of where to access the research report. Babbie & Mouton (2001) argue the importance of disclosing all information pertaining to a research to the study participants in other to inform them about the purpose, importance and the benefits of the study to them and the academic community at large to avoid deception.

3.10.4 Data Protection

Participants were informed that all the data collected during the study were to be coded and would be kept in a safe place for a period of two years if there is any publication and six years if it is not published in accordance with the university's data disposal policy.

3.11 Limitations of study

The study was limited to Tiso Foundation's corporate social responsibility initiatives; the findings cannot be generalized to other corporations. Some of the responses of the research participants could be expected to be biased by the researcher's presence during the interviews which might have influenced the outcome of the findings. This could be a limitation of the results, as it would not be a true reflection of the phenomenon under study. Also, due to the very restricted sample size employed in the study, the results of the study could not be generalized. There was also the possibility that respondents gave socially desired answers, responses that they deemed desirable but not necessarily their genuine views of the programmes and initiatives of Tiso Foundation. Thus the results of the study cannot be generalized across all companies or the larger population.

3.12 Conclusion

The chapter presented the methods employed in the research to obtain information from the participants and to analysis the findings from the study. The exploratory nature of the study is clearly outlined and shows it employed a qualitative design in order to obtain the information and knowledge regarding CSR initiatives of Tiso Foundation. The chapter also shows that semi-structured face to face interviews were used to gather information that addressed the research questions. The analysis of the study findings were done by transcribing the response of the research participants and categorizing them into themes.

CHAPTER 4: PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents and discusses the research findings. The aim of the study was to explore the extent to which corporate social responsibility initiatives are meeting the developmental needs of communities. The chapter begins by describing the profile of research participants in relation to age and gender. It then discusses the research finding in accordance with the objectives of the study.

4.2 Profile of Respondents

This section gives an overview of the profile of beneficiaries of CSR initiatives who participated in the study. It provides information about research participants' ages and gender of the beneficiaries.

Table 1: Age distribution of participants

Age Group (In years)	Male	Female	Total Number of Participants	Percentage of total participants (%)
17-20	3	3	6	37.5%
21-24	1	3	3	18.7%
25-28	1	0	2	12.5%
29-32	3	2	5	31.3%
TOTAL	8	8	16	100%

The table above shows that the research participants were between the ages of seventeen (17) to thirty two (32) years. Majority of the respondents were between the ages of 17 to 20 and 29 to 32. This was because all the CSR initiatives of Tiso Foundation were directed towards the youths. The South African National Youth Policy defines youth as any one between the ages of fourteen (14) and thirty five (35) years (National Youth Policy, 2002).

The table also indicates that the respondents were evenly distributed in terms of gender, there were eight male and eight female respondents. The sample consisted of participants with at least grade 11 education and at most tertiary education. Almost all participants are tested and assessed to determine their suitability to be included in the educational and skills development programs.

All the participants are from various communities located in Johannesburg.

4.3 Nature of Beneficiary Participation

The first objective of the research study sought to determine the nature of beneficiary participation in the corporate social responsibility initiatives. According to Theron & Ceasar (2008), the success of development programmes and projects can be attributed to the participation of the intended beneficiaries. Interactions of this nature are usually in the form of a cooperative planning partnership with the community and beneficiaries. This then implies that, beneficiaries must play an active part in the selection, design and implementation of developmental projects and programmes. This approach to participation allows beneficiaries to engage in a holistic developmental process that ensures capacity building of the beneficiaries as they take up the role of influencing and directing their own development and eventually owning the programmes and projects (Theron & Ceasar, 2008). The level and understanding of beneficiary participation may vary from organisation to organisation and beneficiary to beneficiary, based on their understanding of what participation is and the nature of the CSR initiatives they pursue. This brings to light the varying types and levels of beneficiary participation propagated by development theorists. Given the technical nature of the CSR initiatives of Tiso Foundation there were two types of participation evident from the responses provided by the research participants.

The nature of CSR being the vehicle through which corporations contribute to development gives the power to organisations to choose what CSR initiatives to pursue. Therefore, the choice of Tiso Foundation's CSR initiatives was purely a boardroom decision with inputs from some key stakeholders within the programmes without the participation of all the beneficiaries themselves who are the main stakeholders in the programmes. The types of participation that emerged from the results were namely, participation by consultation of key

stakeholders (stakeholders being teachers, heads of schools, Department of Education and vocational institutions) and participation for material incentives. Many of the participants clearly indicated that they participated in the programmes by being told what was happening and in some cases what had already happened.

The beneficiaries were involved in the programmes by virtue of being learners in the programmes thus their participation was associated with being the active beneficiaries of the programmes of Tiso Foundation's CSR. Eight participants indicated that their involvement in the programmes of Tiso Foundation's CSR were by merit through performance assessment. One participant said that "*we were chosen from the top fifteen learner in my school*" indicating his involvement based on merit and another participant said that "*I went to a training assessment at IFTA and got accepted into the welding programme*" revealing that there was an assessment process for all beneficiaries, whilst three of the participants indicated that they were approached by representatives from the programme partners. One participant said that "*we were approached by a representative from the Maths Centre*". Another participant said "*a representative from the organisation came to our school and we were chosen to write tests, that is how we got involved*".

The remaining five participants had varying responses as to the nature of their involvement in the programme. One research participant responded that *"I found out about the programme from a friend at the University who was already on the programme"*. This particular respondent got involved in the CSR initiative of Tiso Foundation by word of mouth from another beneficiary which implies that the study participant got to know of the programme through information disseminated to him by his friend. He further elaborated that he went through an assessment process before he became part of the programme. Another study participant indicated that she got involved *"through church and being invited to participate"*. The respondent further elaborated that it was someone who worked in one of the partner organizations of Tiso Foundation providing the service of skills development who invited her to be a part of the programme. This therefore formed the basis upon which most of the beneficiaries' participation in the CSR programmes of Tiso Foundation was established.

The findings indicated that some key stakeholders were consulted within the programme. Before the implementation of the CSR initiatives of Tiso Foundation, the organisation consulted experts in the fields of expertise required to design the CSR initiatives. The views of experts in the fields of education and skills training development were solicited to establish

the design and implementation of the programmes of Tiso Foundation. The response provided by one participant that "*our head of department (HOD) and some teachers were consulted and contributions were made on how best the needs of the learners could be met"* clearly points out that key stakeholders within the beneficiary communities were consulted and the programme explained to them in order to solicit their opinions though the professionals (experts) were totally in charge of the planning and implementation of the programmes. Another participant said that he was not consulted about the programme but rather found out about the programme through a friend and was assessed and included. He said *"No, I was not consulted. The programme was begun long before I even came to University and so could not have been consulted about it",* when asked if he was consulted at any point during the execution of the programme.

The key informant from Tiso Foundation revealed that this particular participant was involved in the Tiso bursary programme; therefore his participation in the programme was identifying his needs and approaching the organisation for assistance through their programme thus the consultation between the beneficiary and the organization. This also revealed that the nature of participation was a more holistic one for this participant as he was aware of his needs and was able to identify the external organisation that provided him with the resources towards the attainment of those needs. The comment by the key informant from Tiso Foundation that the *"programmes are designed based on the needs that have been identified and with clear guidelines and criteria that must be accommodated",* indicates that the programmes are designed with specific target groups in mind, and are based on the development issues outlined by government and other developmental organisations. There is a clear criterion outlining what should be done and what is to be achieved at the end of the programme. She went on to confirm the research participants response on their involvement in the programme by saying that the beneficiary organisations were not directly involved but rather were informed about the impending programmes and how it was going to benefit them and were also assessed.

This revealed that the participants were consulted as they agreed to be assessed and were informed about the objectives of the programmes and how they would benefit from it. It also goes to show that though the ideal participation recommended in development programmes was not evident within the programmes there was consultation between the organisations and the beneficiaries. Another participant said that he was assessed by a recruitment specialist within the partner organization and discussed his interest in welding and was later placed in

the trade upon assessment. This clearly indicated that there was a form of consultation present during the execution of the programmes. Majority of the participants indicated that by virtue of them being learners within the programmes they were involved. Clearly without the learners the programme would not have been successful and since the needs of these learners are already defined by the institutions they are enrolled in, is an indication that the participants would have been informed about the programmes thus signifying some form of consultation.

A key informant from one of the partner organisations acknowledged that "the selection and design of the programmes were done by the Tiso Foundation management and experts on the programmes, e.g. the Department of Education, and was more of a consultation with service providers and informing participants in the selected institutions", thus confirming the comment made by the key informant from Tiso Foundation that some key stakeholders were involved in the programmes and their opinions taken into considerations, whilst the other stakeholders were merely informed of the decisions made regarding the programmes.

The responses provided by the participants and agreed upon by the key informants above indicate that the decisions for the choice of programmes were purely a managerial decision which was a one-sided, top-down (centralised) decision making approach to development as opposed to the ideal form of public participation stipulated by development experts. Theron and Ceasar (2008), argued that the concept of public participation differs from participation where change agents dictate the programme selection and design to beneficiaries, which was what the findings revealed from the responses provided by some of the participants. Also the selection of programmes usually falls on the management of the organisations rather than a joint corporation between the beneficiaries and the change agents.

Therefore participation is the practice by which beneficiaries are actively involved in activities related to their development by exercising control over their own resources and assuming responsibility for their own development, which is regarded as the ideal form of participation (Theron, 2008). McWilliams, Siegel &Wright (2005) assert that CSR is about a company's behaviour towards society which seems to be socially desirable and goes beyond what is expected by law. Therefore, the nature of beneficiary participation in the CSR initiatives directly reflects on the organisations understanding of what CSR is and what it requires. This thus sheds light on the level and nature of beneficiary participation in the programmes of Tiso Foundation's CSR initiatives, which was clearly passive and somehow

consultative in nature as it did not require the full participation of beneficiaries in the programmes life cycle, but rather mainly focused on the execution or implementation phase of the CSR initiative.

In view of Pretty et al. (1995)'s in Davids (2009, pp.116-117), fourth typology on public participation in developmental programmes it was asserted that people may participate in a programme "by providing resources such as labour, in return for food and cash" and may not even be interested in prolonging the programmes when the incentives end. This simply means that beneficiaries may participate for the purpose of gaining some form of material incentive from the activities of the programme and do not have any stake in the sustainability of the programmes also known as token participation (Swanepoel & De Beer, 2006). In order to determine the nature of participation of the beneficiaries under this type of participation, it is essential to understand why they got involved in the programmes which will help the researcher clarify how they participated. This being the point of departure, the findings revealed that beneficiaries participated for material incentives and in some cases for personal gains.

One of the research participants acknowledged that "teachers were to submit areas difficult to teach so as to get help from the maths centre and laboratory requirements so that the maths centre could assist." The material incentives in this case were the laboratory equipment being supplied and the teacher training programmes being provided to the school. It was clear that the participant was happy to participate in the programme because she stands to benefit from what the institution itself benefits. It also indicated that the schools involvement in the programmes was both for the material incentives such as the study materials gained within the programme which at the end of the programme become part of the schools property; the end result of the programme with regards to increased pass rates for individual beneficiaries which also reflects on the improved image and standards of the schools within society; and the personal incentive to individual participants in the form of access to education through educational funding and skills acquisition to build capacities and create opportunities for personal development. This participant revealed that the programme provided "support in terms of establishing the best laboratory and other materials and equipment to enhance learning", thus improving the learner outcomes in terms of pass rates.

This goes to show that the nature of participation in the schools development programme were that of participation for material incentives. The responses provided by the individual beneficiaries indicated that their participation was that of being learners within the programmes of Tiso and by this means gaining financial and non financial support within the programmes. The findings of the study also showed that most participants and programme partners participated in the programmes for tangible and non-tangible incentives. It was notable that each participant had a reason for being involved in the programme. For instance, one participant said that *"I received funding for my tertiary education. My goal is to work with Tiso foundation to help other students to obtain an education"*. This implied that the participant's participation in the programme was purely that of a sponsor and funder relationship. Therefore the nature of participation was actively towards the achievement of personal goals and motivated by the material incentives gained in the process.

It can be argued that the capacity of this participant was built in the process, through his education his involvement in the programme was for the purpose of gaining funding for his education. This however is not the ideal nature of beneficiary participation within developmental programmes according to Swanepoel & De Beer (2006). Another participant said that *"my goals involved learning about NGO's and experiencing the South African context through an organization that is working to help and improve it, and of course to develop skills in the hospitality as well as an understanding of the industry. Through working with the institution these goals have definitely been met. I have acquired skills related to hospitality."* This participant indicated the purpose for participation as a way of gaining skills within a particular industry. From the responses provided by participants it can be said that the nature of participation was clearly that of a sponsor and beneficiary situation, in that the participants by virtue of being learners within the programme gained some form of financial support and technical assistance through the programme.

The participants participated knowing very well what they stood to gain thus their participation within the programmes of the CSR initiatives of Tiso Foundation. The nature of beneficiary participation within the programmes of Tiso Foundation's CSR initiatives can be said to have been motivated by the benefits the participants stood to gain thus their full participation even though they were not involved in the planning and design of the CSR initiatives. The involvement of research participants was within the implementation of the CSR programmes which ensured that the executions of the objectives of the programmes and in this case the attainment of both project goals and personal goals were possible.

Involvement was voluntary in nature and not imposed upon beneficiaries as one participant confirmed this saying *"I applied to be a student and was assessed and included."* Clearly the beneficiaries were informed and voluntarily participated in the various programme. Another participant said that he "*went through a training assessment in fitting and turning*" before he was accepted into the programme. This signifies that he voluntarily opted for the assessment process thus his involvement was not involuntary. By the mere fact that all the participants were students in the various institutions and consented to be included in the various CSR initiatives of Tiso Foundation, they were willing participants and were there by choice not by coercion. This goes to show that the CSR programmes suited the needs of the beneficiaries and therefore roused their interest in the attainment of the project objectives as it was aligned to their own goals and expectations.

The key informant from the partnering organisation in charge of the schools development programmes mentioned that parents were duly informed by the schools and where they were required to obtain consent in the cases where the participants were under age they did so. Students were given equal opportunity to participate in the programme by means of assessment and through information dissemination. Representatives from the programme partners disseminated information about the programme goals and objectives to both learners and teachers and were given the opportunity to ask questions and give inputs as a means of participation. The participants indicated their interest in the programmes as being to their advantage and thus their willingness to participate in the CSR initiatives of Tiso Foundation. The research participants were fully aware of the benefits of the CSR programmes of Tiso Foundation to them personally and to society as a whole. One participant confirmed this saying that the programme will enable him "*to qualify as an electrician and help people with the skills that I get through the programme*".

In order to make an objective assessment of the importance of involvement of beneficiaries within CSR initiatives, it is crucial to look at the implication of beneficiary participation in development (CSR initiatives) programmes and projects. Since CSR initiatives towards society are usually in the form of developmental programmes and projects it is critical for the beneficiaries to be the drivers of their own development, which can only be achieved if the helper employs to a participatory approach to their CSR initiatives and allow the beneficiary organisations and the individual beneficiaries direct and control their own resources in their development process thereby empowering then and thus ensuring development that is sustainable even after the close out of the programmes (Swanepoel & De Beer, 2006).

According to Swanepoel & De Beer's (2006), participation is not merely being a beneficiary in a programme, but rather it means that the individual participates fully in the project cycle from the initial planning phase through to the execution phase whilst involvement on the other hand means allowing beneficiaries in certain aspects of the programme under prescribed conditions to take part in certain actions. Furthermore, the authors argue that participation of the public in their own development creates a sense of ownership towards the programmes and enhances the success of those programmes. Therefore since the programmes were somehow aligned with the goals of the beneficiaries it is an indication that the beneficiaries have developed some sense of ownership of the programmes as they work towards their own educational and skills development needs.

Nevertheless CSR programmes that are directed towards education are in the form of technical projects that facilitate developmental programmes in schools and are generally directed towards bursaries, scholarships, curriculum development and course materials, infrastructure and equipment, teacher development and vocational training (Trialouge, 2010). Therefore, the participation of the beneficiaries (public) in these programmes is minimal, in terms of the planning and design but its success is highly dependent on the nature of participation of target beneficiaries throughout the implementation phase. The more active the participation of beneficiaries is in programmes the more likely its success and sustainability. This can be seen from the way the capacities have been built in both the beneficiaries and the service providers (partnering organisations) within the CSR initiatives of Tiso Foundation.

Evidently the nature of involvement of the participants in the programme was not the ideal nature of participation in a participatory development process as they were not involved in the decision making or planning process of the programmes themselves but rather were involved in the programme as beneficiaries. This goes to show that beneficiary involvement in the CSR initiatives of Tiso by the participants' was mainly focused at the implementation phase. The research participants seemed to realise that their involvement or participation within the programmes were as important within the selection and design phases of the programmes as they understood the importance of participating fully in the implementation phase which was highly dependent on the individual beneficiaries.

The findings showed that the participants did not show a holistic nature of beneficiary participation but rather that of a partial prescribed participation on the part of the

organisation. The finding revealed that the nature of the CSR programmes of Tiso Foundation did not allow beneficiaries to participate fully in the selection and design phases of the CSR initiatives that were implemented but rather allowed for partial participation through their direct involvement in the implementation of the programmes themselves, thus the nature of participation of the beneficiaries were partially participatory.

4.4 Responsiveness of CSR Initiatives to Educational Needs

The second objective sought to establish the perceptions of beneficiaries about the responsiveness of corporate social responsibility initiatives to their educational needs. The purpose of this was to establish if the programme was relevant to the educational needs of its beneficiaries. The programmes of Tiso Foundation are aimed at increasing the employability of the youth of South Africa as well as creating availability of skilled workforce to meet the human capital requirements of the country, thereby, empowering the youth to become self sufficient in the future.

Participants were asked about the responsiveness of the CSR initiatives to their educational needs. One participant responded that the programme had managed to contribute significantly to his educational needs in that it had allowed him to pursue further education which he would not have afforded had it not been for the CSR initiative of Tiso Foundation. The participant said that *"yes, indeed this programme has made it possible for me to pursue my honours degree and to complete my BSc. prior to pursing my honours"*. Another participant agreed with the first participant and said that the programme has "*given me skills and I have been able to find a job in the industry"* whilst another participant was of the view that the initiatives were meeting their educational needs as *"it helped me in training for my career and has equipped me succeed in furthering my qualification"*.

The responses provided by the participants in the study revealed that the programme was responsive to their educational needs. This is because many of the beneficiaries are from disadvantaged backgrounds and without the CSR initiatives of Tiso Foundation may not have the opportunity to further their education or even to acquire skills that would enable them become gainfully employed in the future. The key informant from one of the partnering

organisations in acknowledgement of the responsiveness of Tiso Foundation's CSR initiatives said that: "*through education the cycle of poverty can be broken in our most disadvantaged communities. The learners selected are in dire need of funds to further their studies, get employment and support their families*". In the face of globalisation and the ever growing demand for skilled human capital in South Africa, it is essential for the educational capacities of schools and students to be developed to meet this need. Majority of the research participants were of the view that the initiatives of Tiso were responding to their educational needs as indicated by this participant: "*yes the training I received helps me to carry on with my work duties and prepared me for my trade test*". Evidently this participant has gained knowledge and skills. The process of empowerment has taken place as the participant's capacity has been built through the process of training and education and he can now work as an artisan in any industry that requires the service of welding and fitting within the community. Given that the aim of CSR initiatives is to contribute towards sustainable development through funding or implementing programmes and projects that encourage capacity building, enable job creation and empower the less fortunate, while contributing to the social developmental needs of both the community and vulnerable people (Trialouge, 2010); it is without doubt that the Tiso programme has to a large extent managed to positively contribute to the CSR goals of the country.

Furthermore, the research participants also indicated that the programmes were responsive to their educational needs as it had managed to build the capacity of the institutions by providing them with the necessary resources they needed to achieve their institutional obligations of teaching the students. One participant said that, "*the initiatives are helping a lot to a great extent as the school gets study materials and content training"*. The key informant from the partner organization in charge of the school development programme acknowledged that "*the level of understating of content training was low, but with the onset of the Tiso Foundation initiative which funded the teaching support materials towards the schools' development was crucial in meeting the educational needs of the beneficiaries and in filling the gap in terms of subject mastery for the teachers. The programme produced the second best results at the end of the 2011 academic year with regards to the metric results in Tembisa area"*.

It came to the researcher's understanding during the interview that the institutions involved in the schools development initiatives of Tiso Foundation were those that had been classified as substandard schools by the Department of Education. The various views and responses

elicited from the research participants indicated that the programmes have in a way empowered them by making it possible for them to gain an education and acquire skills that will enable them become employable in the future. However, one participant though acknowledged that the CSR initiatives were addressing their educational needs, indicated that there was still more to be done in terms of support in order to achieve the objective of the programme and that of the institutions involved. The key informant from Tiso Foundation collaborated this by acknowledging that "*there was a huge demand for funding to be made available to support students who have the potential to study further and acquire the necessary skills to play a meaningful role in society and in the communities*".

4.4.1 Access to Education

The CSR initiatives of Tiso Foundation have provided access to the beneficiaries to acquire skills in the vocational training through the partner organizations. This was an acknowledgement made by the key informant from Tiso Foundation that "*many of our students are the first in their families to attend a tertiary institution and this greatly improves their ability to provide support to their own families"*. According to Harvey (2004), empowerment is the development of knowledge, skills and abilities in an individual to enable them to control and develop their own learning. The process of empowerment in this regard is concerned with making CSR initiatives more responsive to the educational needs of the disadvantaged, and removing social barriers and building social institutions.

One participant involved in the teacher development programme was of the view that the programme had improved the ability of students in the area of mathematics and science and also had developed the content knowledge of teachers to enable them instruct the students. Her statement *"yes almost all the learners who are part-taking in the programme did better in both maths and physical science"* indicates that empowerment of the learners have occurred within the programme and knowledge has been developed. This was also established by four other participants within that programme as one participant put it "*yes, because it has developed my knowledge and improved my results in maths and science*". Another research participant indicated that she was able to learn a lot because of the programme and was equipped with the skills in hospitality and catering services due to the

initiative. This clearly shows that the beneficiary has been empowered with a skill that she can use in addressing her own needs.

The responses of the research participants showed that the educational needs of the participants were met through various channels. The channels were in the form of financial support for some participants, institutional support through skills development of teachers, supply of educational materials to help meet the resource needs of the school and the students as well as support for infrastructural facilities to aid in learning and skills acquisition. One respondent indicated that the CSR initiative had helped in eliminating the financial stress, whilst enabling him focus on obtaining his degree. This financial support provided by the Tiso Foundation's CSR initiatives has provided the beneficiaries with the opportunity to gain access to resources that aid them in their education. The access to an education is the paramount aim of the programmes of Tiso Foundation's CSR initiatives as noted by the key informant from Tiso Foundation: "*some of our beneficiaries are from very rural communities and these students would never have the access and opportunity to further their studies*". Thus Tiso Foundation provided the beneficiaries with the opportunity to become employable and alleviate poverty in their own environments once they complete their studies by giving them access through their CSR initiatives.

Tiso Foundation also benefits indirectly from its choice of initiatives. The programmes were aimed at increasing the capacity of employability of the youth of South Africa as well as creating availability of skilled workforce that may in the near future contribute to the organisation and its partner organisations' human capital requirements. Therefore, the purpose of the CSR initiatives was to build capacity and help create a society with skilled youth. It can be said that the aim and purpose of the program is being achieved through access to educational empowerment, enabled through the skills development programmes of Tiso Foundation.

From the responses of the research participants it became apparent to the researcher that many of the participants had their own expectations and goals pertaining to the programmes they were involved in. One participant said that his goal was *" to become a qualified artisan and start working as one , to an extent that I may end up passing skills to other people following or intending to follow the same career"*. It became clear that by being able to achieve their personal goals they were able to attain the overall objective of the initiative. For example, one participant indicated that by gaining knowledge and insight through the schools

development programme and skills in problem solving, he became more capable as he had gained the ability to solve common problems and could also apply it in real life situations and tackle them accurately without help. Evidently this particular beneficiary's capacity to function and apply what he has learnt in class practically has been enhanced due to the access gained through the CSR initiatives.

Furthermore, one participant indicated that the programme did enable her to acquire the skills needed in that vocation yet it did not equip her in the next level of training to gain further knowledge in other skills. The key informant from the partner organization in charge of that particular skills development programme indicated that the programme is such that it provides on the job training. This is done through outsourced organizations and enterprise, enabling the beneficiaries to gain firsthand experience in the field and the apprenticeship is paid for, to help the beneficiaries meet their basic needs. He however, indicated that some beneficiaries enter the programme with a preconceived notion of entitlement, thus are not committed to the programme thus resulting in them dropping out before completion. He also placed emphasis on the fact that some beneficiaries do complete the programme but do not apply it to their lives in terms of work due to this mentality of entitlement entrenched by the past misdeeds.

The finding, therefore, indicate that the CSR initiatives of Tiso Foundation were responsive to the educational needs of the beneficiaries as it provided them with the opportunity to gain access to education, whilst empowering all of them through the provision of educational resource support to enable them acquire the relevant skills they were seeking to gain.

4.5 Sustainability of CSR initiatives

The third objective sought to examine the perceptions of beneficiaries about how the CSR initiatives could be sustained. Sustainability in this study has to do with the capacity of the projects to survive when the funding and support of Tiso Foundation is discontinued.

Participants were asked about how the CSR initiatives of Tiso Foundation could be sustained. One participant responded that "*more consultation and bursaries for learners*" would sustain the project that she was involved in. She further elaborated that since the she was involved in the school developmental programme, through consultation with the teachers involved in the

programme they could tap into the available resources and train competent teachers who can also train new teachers in the school and in the surrounding areas to both sustain and expand the programme. She was of the view that providing more bursaries for learners in the programme would encourage them to work harder towards a better future and later produce competent youths in the communities they hail from. Another participant said that *"teachers in the school should be involved in the programme so that they can be able to help in the use of new technology, and furthermore implement some of the things they have learnt in the classroom in order to involve more learners"*. His opinion was that if all the teachers were involved in the programme initially then even if Tiso Foundation should discontinue funding the programme, the teachers can still continue teaching them and competently too. The participants were of the view that capacitating the teachers in the schools involved would sustain the programme as they will still be in the school even after the programme's closeout.

The key informant from Tiso Foundation indicated that the programmes of the organization were over a five year period so that there was a meaningful contribution to the beneficiaries and not just donations. She further went on to explain that the organisation played an active role by forming partnerships with its beneficiaries be it an organisation or individual and assisted them even after the programme closed out. It was evident in her views that funding the programmes for five years ensured the sustainability of the programme as the capacities of the teachers and learners are enhanced. Even after the organisation discontinues funding, the beneficiaries (individuals or organisations) can own the programmes and continue it as they now have the capacity to do so. This was with regards to the schools development programmes. She also established that Tiso Foundation leveraged on their relationships with other organisations in supporting them to further develop their programmes thus ensuring sustainability after five years.

One key informant from the partnering organisation concurred by saying "*teachers are trained in the process to sustain the project even after Tiso foundation exits. The teachers are employed by the institution, thus if the programme comes to an end they are still capacitated to continue the training and teaching of learners. Furthermore, since the parents are aware of this programme and are seeing the outcome of the programme in the results produced at the end of grade 12, they would support when the need arises in any way they can*".

He also indicated that even if Tiso discontinues funding, other organisations with links with Tiso were also on board with the programme. This clearly shows that the programme is sustainable even after divestment from Tiso Foundation.

The issue of sustainability to some respondents was more tailored in line with strengthening the programme in order to sustain it. This participant said "*I think the best way would be to encourage the organisation by creating awareness of the impact of its initiatives (e.g. through presentations by the service providers and bulletins/updates) and also getting employees involved directly in the initiatives every so often, so they see what is going on first hand as well as the needs of the beneficiaries within the programme*". This goes to show that the participant is aware of the need for constant monitoring and evaluating of programmes to ensure that the funders, in this case, Tiso Foundation are aware of the impact which would encourage them to expand the programme and find other means to sustain it. Another key informant from one of the partnering organization confirmed this by mentioning that the partner organisations were required to submit monthly reports and meet the Tiso Foundation board of trustees annually to give feed-back on the programmes. It is clear that monitoring and evaluation process ensures that Tiso Foundation is aware of the progress made by the beneficiaries which then encourages the continuance of support.

It is evident that through the capacity building process of the skills development programmes, many beneficiaries will acquire skills that will enable them engage in the various industries and trades that they have learnt and become self sufficient. One participant explained that the programme in which he was involved in could be sustained if more trainers were brought on board to train them in welding and fitting, it would help a lot since they would acquire skills from different angles using different means. He further stated that the programme would be more effective and sustainable when the beneficiaries gain skills from different instructors and are able to teach others who are interested in the trade.

The Key informant from one of the partner organisations in charge of the skills development programme in this institution agreed with the beneficiary's views and explained that *"the students are taught in the classroom and are required to get placement which is arranged by the Tiso Foundation for its beneficiaries, for their apprenticeship after which they take the trade tests and upon qualifying become artisans themselves."* The point he made was that when they become artisans they also become trainers in their various communities as some of them practise on their own and train others who are interested in the trade. It was also

established by the researcher that during apprenticeship the beneficiaries earn a stipend that is between R 2,000 and R 5,000 depending on the field of study they were pursuing which also ensured commitment and helped them with their daily needs in terms of their transportation and food.

Therefore, the sustainability of the CSR initiatives of Tiso Foundation is ensured through the strategic placements of beneficiaries into various industries that require these skills and encourage these organizations to join hands in the program implementation and development. This would ensure the sustainability of the programme continues even after Tiso Foundation discontinues funding. Secondly in the schools development programmes, the respondents were aware of the time factor of 5 years being the lifespan support for the CSR initiatives of Tiso Foundation after which funding would be discontinued. The respondents were of the view that the teachers who were trained in the programme would remain in the schools and thus continue to impact knowledge and the school authorities would also strive to maintain the new standards of the school by accessing government support.

The findings indicated that the CSR initiatives took into account the needs of the various stakeholders involved in the developmental programmes therefore ensuring that upon divestment the key stakeholders (government), namely: the Department of Education and Department of Social Development would support the continuation of the programmes with the local communities being in charge of their own development.

The South African development agenda utilises the tripartite coalition of all institutional role players in development thus the involvement of government, private sector and civil society which would go a long way towards the achievement of the country's development agenda. In this case, it is clear that the CSR initiatives of Tiso Foundation are strategic in that they were planned in line with the country's felt need and thus would be supported by the government should the need arise as it complements the efforts of government. This affirms the importance of involvement of target beneficiaries as well as the key community stakeholders to ensure the sustainability of the programs. One key informant indicated that funding of the programmes was crucial for the programme to be sustained after divestment by Tiso Foundation and pointed out that report publication, advertisements and being accountable to the funding organisation could bring more role players (government, private organisations and even civil society) on board to ensure the continuance of the programmes thereby sustaining it.

The findings established that the CSR initiatives of Tiso Foundation needed more funding and that by making reports available to the public with regards to the outcomes of their initiatives would encourage government and other organisations to support the continuance of the programmes. Evidently, the assumption that monitoring, evaluating, accountability and transparency in reporting on the progress of the CSR initiatives to the public can increase sustainability comes into play. Visser (2008) affirms the importance of transparency and argues that the mantel of sustainable development should be placed in the charge of government in putting measures in place to ensure accountability and transparency by all corporations working within the region. The mantle also falls on the private sector to take into consideration the sustainability of programs before embarking on them to ensure a long term impact even after they discontinue funding.

4.6 Suggestions for Strengthening CSR Initiatives

The fourth objective sought to elicit the views of beneficiaries on how the CSR initiatives can be strengthened. The assumption here is that the beneficiaries are in a position to identify the problems and provide the best solutions towards solving those problems. In order to strengthen CSR programme, it is critical to take into account the challenges faced by beneficiaries, the opinions of the beneficiaries as well as professionals with the expertise need within the initiatives. The purpose of these suggestions is to give insight to the organisation on the challenges and possible solutions that would strengthen their CSR initiatives and allow the organisation make an informed decision and help develop contingency plans for unforeseen future challenges within the programmes.

Participants were asked to suggest ways of strengthening CSR initiatives. All the research participants indicated that scope of the CSR initiatives of Tiso Foundation was a challenge as it reaches only a small target group. One participant said that "*planning is the key to success, if the foundation recruits smart and motivated learners and upgrade their results through the programme, the students would also help their friends and younger siblings therefore sustaining the programme*." The participant indicated that the beneficiary selection into the programmes should be done carefully to ensure that the youths picked are self motivated and enthusiastic about the opportunity given them. Furthermore she indicated that since the

programme reached a limited number of people a careful selection would enable a better impact as the aims of the programme would be achieved.

Another participant was of the view that the scopes of skills training within the developmental programmes were limiting and did not allow for the beneficiaries to be diversely skilled as one is either a welder or a platter. He indicated that the challenge was with the placements "*because there was the lack of learning opportunities for different things as they were specific and not helpful in other learning new things"*. He suggested that Tiso Foundation should visit the training centres more often to see how far the needs for skills development is being met by the service providers it funds to ensure the programme is going in the right direction. He further explained that this would then ensure the commitment of both the learners and the service providers and help strengthen the programmes as Tiso Foundation would have a clear idea about the shortcomings of the programme and how best to address these issues. This would in turn motivate the beneficiaries and partnering organisations to work hard towards the end goal as they are clearly aware of the interest shown by the funding organisation.

The response provided by this participant revealed that the problem was with the placement process but rather with the dynamics of the technical skills acquired, which are specific and linear and did not allow them to acquire new skills as students were taken in to learn a particular skill (welding and fitting or plating and metal work) thus specializing in one particular area of the and not the totality of the profession.

Five other research participants acknowledged that there was the need for the programmes of Tiso Foundation to be expanded to reach more learners within the school development initiatives. They also suggested that by providing adequate study materials for the learners and teachers the programmes could be strengthened as more learners would get access to study materials even if they were not initially part of the programme thus expanding the scope of impact the programme would make. One participant said that this would help to *"grow the programme so that it can reach more people"*. Another participant said that *"the initiative should include more learners and help them so that at least 50% of learners in the grade benefit"*, affirming what the previous participant said. Another participant also suggested that *"the program should be made available to more learners and more teachers"*, pointing out that if there were more people involved the shortage of skills in the country would likely be addressed in a shorter time span. The key informant from one of the

partnering organisations in charge of the schools development programme acknowledged that by expanding the CSR initiatives of Tiso Foundation to other sub-standard schools in other areas and increasing the budget for the programme would strengthen the initiatives of Tiso Foundation.

The responses provided by the participants indicate that they are aware of these synergies necessary for the success of developmental programmes and that needed to strengthen future initiatives. Their responses varied in terms of the areas of focus but clearly pointed out that without funding this kind of programs would not succeed. Two research participants were of the view that planning and involvement of trainers and educators was paramount to the smooth running of the CSR programmes and a critical factor to its success and sustainability. One of the participants observed that; *"Planning is the key to success. If the foundation recruits competent learners and works hard to upgrade their results through the programme, it would strengthen the programme as others would become interested and would strive hard to upgrade their results as well"* thus the results would rub on to others who are not in the programme. It is clear that the participant understands that if the selection of beneficiaries is well planned and competent learners are selected then the impact would be enhanced as the beneficiaries would be able to help their friends who are not involved in the CSR initiatives of Tiso Foundation because they would have a better understanding of the curriculum content and would be in a better position to explain to their peers. This shows the ripple effect of capacity building and empowerment within a group or community.

Furthermore, it became known to the researcher that the strengthening of the CSR initiatives was a key contributing factor to the sustainability of on-going programmes and strengthening of future CSR initiatives. It is an anecdotal truth that the successful implementation of the programmes would attract other role players on board; as they are likely to be influenced by the success of the programme and would happily be associated with initiatives that produce desirable results and further develop similar initiatives through their own CSR programmes. This would in turn translate into the expansion of the programme's scope, which would reach a wider range of beneficiaries with more impact felt within the society and country as a whole.

Most of the research respondents indicated that by expanding the programmes to reach a wider population size and also by increasing the programme budgets the CSR initiatives of Tiso Foundation could be strengthened. The findings clearly indicate that the size of CSR

projects or programmes greatly depends on the size of the organization as well as its economic worth in terms or cost and profit margins, as the suggestions made by the participants point towards more funding and increased budgets. In light of the current economic recession in the world and tightened budgets, there is a limit to what the private sector can contribute towards CSR initiatives. The key informant from Tiso acknowledged that it was hard to get other organizations to commit to providing support to their beneficiaries due to the current financial crisis. The increased cost of education also made it harder to expand the programme to reach more beneficiaries as well as the lack of commitment from some participants that resulted in the early termination of the support programme for some of their beneficiaries. This was also confirmed by one key informant from the partner organisation in charge of the skills development programme, pointing out that the challenge with regards to commitment had to do with identifying the right candidates for the program and by so doing would strengthen the programme through its impact and achievement of its objectives.

Since the CSR initiatives are located within an institutional facility and sought to build the capacity of beneficiaries through skill development and education, it was clear that it would not be able to reach the entire targeted beneficiary group outside the location of the institution due to proximity. Secondly, the key informants from the partner organisations and Tiso Foundation identified the issues of entitlement amongst the youths in South Africa as being a major challenge, based on the understanding that many youths have developed the culture of entitlement and thus tend to forget the need for their own personal commitments within the programmes to enable them acquire skills and attain their own future goals. Therefore, addressing these issues effectively would strengthen the CSR initiatives. The research participants seemed to agree with the key informants in this regard. One participant said that "*there has to be a careful selection process so as to recognise which students love what they are doing and appreciate what they learn and take them on as opposed to those who are less hardworking and would not use the skills they acquire*", clearly suggesting that committed beneficiaries was the key to strengthening the programme.

Visser (2008) supports the view that capacity building within CSR initiatives goes to sustain and strengthen the impact of the CSR programmes on the local beneficiaries and the public at large. This can be achieved because the beneficiaries are equipped with the skills and knowledge to produce goods and provide services to the local communities at large thus contributing to the economic and social development of the country. One participant

suggested that "*more visits from content trainers to assist educators in topics they found challenging to teach would strengthen the initiative*". This clearly suggests that by building the capacity of the teachers with regards to content knowledge the programme would be strengthened in that they would be better equipped to teach both learners in the programme and those not involved in the programme.

It is clear that participants understand the importance of participation, planning and capacity building of the all beneficiaries involved in the program. As the initiative is a developmental programme the full impact may not be measurable as capacity building may not manifest during the programme implementation or closeout but in some cases years after the programme has been discontinued would the effects and impact be felt and seen by society. According to De Beer & Swanepoel (2000), the three aspects of capacity building are; empowerment through educative and skills development programmes, making productive resources available to the disadvantaged target group, and the establishment of effective and efficient administration and institutional structures. In relation to this, one participant suggested that *"there should be more government involvement as well as NGO's, and marketing strategies must be implemented to promote development"*. This participant clearly understood the magnitude of the need for a collaborative partnership needed in development programmes to ensure their success. He clearly indicated the need for other role players to come on board to ensure the expansion and strengthening of the CSR initiatives of Tiso Foundation. He also indicated the importance of transparency and accountability of the organisation by pointing out the need for reporting and advertising which are marketing strategies that would educate the public on the progress of the programmes and the impact it is having in society. Thus, creating awareness within the society through which other role player could come on board to support the initiatives and even implement similar programmes.

The participant suggested that that the government and NGO's play a key role in strengthening the CSR initiatives by complementing the efforts of the private sector. According to Visser (2008), the involvement of government in CSR is to put in place measures that would encourage transparency and accountability and compliment the efforts of the private sector to promote sustainable development. One key informant from the partner organisation agreed with the above participant's suggestion, pointing out that forming partnerships with other corporate bodies for the purpose of experimental learning has strengthened the on-going programmes. He indicated that the CSR initiatives could be

strengthened even further by encouraging partnerships amongst various organisations and involving all stakeholders through awareness creation to provide support for beneficiaries. This would in turn strengthen future CSR initiatives and bring more hands on board to address larger beneficiary scopes than the individual corporate bodies would be able to do on their own. Another research participant suggested that by encouraging the funding organisation through reports and regular feedback the programme could be strengthened. Another participant said that "*some subjects should be included in the programme*", referring to the schools development programmes of Tiso Foundation. He was of the view that by including other subject areas besides mathematics and physical science the programme would become more effective and the evidence would be overall improved result in all subjects.

One participant also suggested that if the organization should publicise what it does through its CSR initiatives many people would become aware of the foundation and also support the foundation, thus strengthening the programmes. The rationale behind this suggestion was that if the public know what the organisation is doing within the society more people would support the organization by either becoming directly involved as consumers of the services provided by the company: or even invest in the company by virtue of supporting the programmes of the company. The key informant from one of the programme partners suggested that more efforts must be made to expand the CSR initiatives to other educational bodies to heighten the impact of the educational and skills development in the country, and that could be done through publicising thus agreeing with this participant's recommendation.

The various suggestions provided by the research participants indicate that the beneficiaries are aware of the difficulties faced in funding and how government, private sector and civil society can work harmoniously towards the attainment of national development goals. It further suggests that the issues of development are not only government's responsibilities but that of society as a whole. The findings of the study also indicated that participants were aware that the strengthening of some aspects of programme management and the incorporation of a participatory development into the programme planning approaches would enhance and strengthen future CSR initiatives thus rendering them sustainable.

4.7 Conclusion

The research findings revealed the nature of participation in the CSR programmes of Tiso Foundation as being that of a consultative and motivational sort. Participation was on the bases of consultation or the motivation for material incentives that were provided within the activities of the programme. The findings also showed that the CSR initiatives of Tiso Foundation were responsive to the educational needs of the participants. Based on the suggestions and responses obtained from the research participants, the researcher can conclude that the CSR initiatives of Tiso foundation can be sustained by expanding the programmes to reach more beneficiaries. It was also suggested that if the organisation involved the intended beneficiaries of the programme in the project life cycle it would enhance the capacities of the beneficiaries thereby leading to a sustained programme as the beneficiaries have a stake in the continuance of the programme. The responses of the participants revealed their interest in being able to participate fully even if it was through consultation alone; as this would provide them with a better understanding and enable them appreciate the efforts being made towards their development, thus ensuring commitment on the path of beneficiaries as they gain a sense of ownership of the initiatives.

Most of the participants complained about the support provided by the CSR programmes as not being equitably distributed, as some beneficiaries who fall under the target group do not benefit from these initiatives of Tiso Foundation. Many of the respondents expressed their appreciation and interest in the programs and emphasised on the impact it had made in their lives in terms of well-being whilst others were enthusiastic about being part of the programme and were hopeful they would achieve their goals at the end of it all.

Furthermore, the findings made it apparent that not all the participants in the programme could participate in the programme's selection, design and implementation. This was because the nature of the programmes was technical and most of the beneficiaries were not knowledgeable in the skills area needed to design the CSR initiatives.

CHAPTER 5: SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Introduction

The study sought to explore corporate social responsibility initiatives in South Africa and to investigate its impact on the well-being of beneficiaries. This chapter gives a summary of the main findings and the conclusions drawn from the study. Finally, recommendations arising from the study are also presented.

5.2 Summary of Findings

The aim of the study was to explore the extent to which corporate social responsibility initiatives were meeting the educational needs of beneficiaries. The results of the study revealed that the educational needs of beneficiaries involved in the Tiso Foundation's CSR initiatives were being met, through the various programmes. The study results also revealed that beneficiary capacities were built through the educational and skills development programmes which enabled them to acquire relevant skills, thus empowering them to direct their own development.

The following is a summary of the main findings of the Study as per the study objectives:

Objective 1: To determine the nature of beneficiary involvement in corporate social responsibility initiatives

- All the participants (93.8 %) were involved in the execution phase of the CSR initiatives of Tiso Foundation. All the research participants were disadvantaged youths within the Johannesburg municipality.

- A total of 12 (75%) participants considered their participation in the programmes of Tiso as being participants by virtue of being learners. The research participants observed their participation as being that of learners in an educational and skills development programme.

- The results of the study revealed that the emergence of two types of beneficiary participation within programmes of Tiso Foundation's CSR initiatives. The nature of the first type of participation was consultative. Participants' participated in the programmes by consultation and information dissemination by representatives from the partnering organisations. It was also revealed that some key stakeholders were consulted within the beneficiary groups such as teachers and heads of schools, as a representation of the schools and learners alongside relevant government departments to give inputs for the programmes before their implementation.

- The second nature of participation that emerged from the findings was that of motivational participation. The participants participated in the programme in return for material incentives, and in this case the incentives were in the form of financial aid, study materials and equipments to enhance learning and skills development. All the research participants indicated that they had personal reasons for their involvement within the programmes and benefited from the financial and non-financial aid provided within the activities of the CSR initiatives of Tiso Foundation.

- The findings showed that given the technical nature of the CSR initiatives of Tiso Foundation, beneficiary participation would be limited to the execution phase of the programme cycle and selective stakeholder participation within the full cycle of the programmes.

Objective 2: To establish the perceptions of beneficiaries about the responsiveness of corporate social responsibility initiatives to their educational needs

- The study revealed that the CSR initiatives were responsive to the educational needs of the beneficiaries. Majority of the participants from the within the CSR programmes of Tiso Foundation positively indicated that their educational needs were being met through the activities of the programmes.

- The participants within the schools development programmes confirmed that their results had improved through the activities of the programme and were optimistic about the achievement of their personal goals at the end of the programme. It was also

revealed that the image of the schools had improved as the schools involved were amongst the schools that produced the second highest matric results in the Tembisa area at the end of the 2011 academic year. The research participants were of the view that their educational standards had improved due to the activities of the programmes.

- The participants within the Schools development programmes indicated that they were able to build upon their knowledge in subject areas that were difficult to learn as the support was provided for both the educators and learners in the programme. The other participants in the bursary and skills development programmes indicated that the programme gave them the opportunity to acquire skills and gain an education towards a brighter future. The study revealed that during the skills training programmes beneficiaries were placed in the specific industries that specialise in the skills they were acquiring to learn firsthand by training on the job.

- The CSR initiatives therefore provided access to the beneficiaries as all the beneficiaries were from previously disadvantaged backgrounds. By providing access to the beneficiaries through bursaries, vocational training and schools development programmes the beneficiaries were being capacitated to direct and control their own development and in so doing may help break the cycle of poverty within their various communities. The findings revealed that without the support provided by the CSR initiatives of the Tiso Foundation many of the participants would not have had access to higher education or in some cases vocational training.

- The participants acknowledged that the CSR initiative helped build their capacities by providing the institutions with study materials that enabled them to improve their knowledge base, equipments to enhance practical learning and strategic collaborations to ensure that the beneficiaries within the skills development programmes were placed in the industries that utilised the skills they training for, in other to learn through apprenticeships.

Objective 3: To examine the perceptions of beneficiaries about how the CSR initiatives could be sustained

- Majority of the research participants revealed that the CSR initiatives could be sustained if more beneficiaries were involved. The participants in the schools development programmes confirmed that by including more teachers and learners in the schools the programme could be sustained as the programme would render the teacher competent in the subject areas and thus even after the programme has ended the teachers would still be capable of managing their own programmes in the schools.

- The participants indicated that the CSR programmes should involve more beneficiaries participating through consultation so that the beneficiaries can contribute to their own development and be capacitated in process to control and direct their own development. This would ensure sustainability as the programmes would be owned by the beneficiaries.

- The study also showed that the CSR initiatives of Tiso took into account the needs of the various beneficiaries therefore ensuring that upon the closeout of the programmes the various stakeholders and beneficiaries can take charge of their own programmes and development. The results also revealed that by reporting on CSR initiatives other stakeholder within the society can come in to support these programmes after Tiso Foundation pulls out.

Objective 4: To elicit the views of beneficiaries on how corporate social responsibility initiatives can be strengthened.

- The study revealed that research participants were not satisfied with the scope of the programme. The participants suggested that the CSR initiatives be expanded to reach more youths in South Africa as this would improve the shortage of skilled youths in the country.

- The research participants also suggested that by incorporating more subjects and vocational skills training into the programme scope more areas of need would be addressed and the participants can also have options in terms of what vocations to

pursue. The participants indicated that the scope of the programmes were limited to a few subjects and skills taught within the institutions, therefore by broadening the scope more beneficiaries would be accommodated as well as more scare skills addressed in the process.

5.3 Conclusion

The following conclusions are drawn from the study. Given the nature voluntary nature of CSR, the types of CSR initiatives the private sector embarks on are unswervingly the choice of the organisations that pursue them. It is therefore the duty of the organisations to ensure that the initiatives are in accordance with the development agenda of the nation and meet the needs of the target beneficiaries.

It is not is possible for organisations to align CSR initiatives with their business objectives and goals but it should be done in a corporative strategic manner that solicits the opinions of the beneficiaries of those CSR initiatives. It is also important for both the organisation and the beneficiaries to know and understand the implications of participation to the development process. However, this may not be the case in all CSR programmes or projects as the nature of the programmes play a critical role in the level and nature of beneficiary participation that can be achieved with the programmes.

The beneficiaries are aware of the responsiveness of the CSR programmes to their various educational needs as their capacities are being built within the process as well and they have been provided with the opportunity to become self reliant through education and skills acquisition. The CSR initiatives of Tiso Foundation are therefore responsive to the educational needs of its beneficiaries.

The centralisation of the project initiation and planning phase to the boardroom compromises the attainment of sustainable development within the programmes. Decentralisation of power to decide what CSR programmes to pursue to the communities and beneficiaries involved would make the programmes more responsive to the general needs of the beneficiaries as well.

From the finding it can be said that the sustainability of the programme is ensured through the capacity building and empowerment process of the programme. Many of the participants confirmed that their capacities had been built as they were more confident in their various career paths and school work. Also by the organisation identifying key stakeholders within the beneficiary groups and the involvement of government departments such as the Department of Education and Social Development goes to identify some of the measures that they employed to ensure sustainability. The collaboration of other corporate bodies and partnering organisations is also a significant measure toward the sustainability of the programmes.

The CSR initiatives affords the beneficiaries a less stressful environment to pursue their educational need thus ensuring the sustainability of the programmes as the beneficiaries would commit to attaining their set goals alongside the achievement of programme goals without the hustle of financial difficulties. The revealed that the participants were from the very rural areas of the country and without this opportunity would not have been able to acquire higher education and even vocational training.

Therefore, it can be concluded from the finding that the CSR initiatives of Tiso Foundation are responsive to the various educational needs of the beneficiaries and have in place strategic measures that would ensure the sustainability of the programmes after they discontinue funding.

5.4 Recommendations

There is the need to place emphasis on beneficiary participation in development programmes to encourage capacity building and empowering of the local people to rise from receiving charity from external organisation to them driving their own development initiatives with the external organisations only there to support in terms of resources and technical advice. This would address the sustainability issue in development programmes driven by CSR initiatives.

In view of the fact development is a tripartite coalition between government, the private sector and civil society, there is the need for government to form a corporative partnership with the various role players to deliver a comprehensive and sustainable development programmes that complement the efforts of each party. There is therefore a need for

government to put measures in place to ensure that this partnership is fostered and driven by transparency and accountability of all parties to the society.

The study was conducted in Johannesburg therefore the findings of this study may not be generalised because of the smaller sample size. Therefore there is the need for more studies which consist of larger sample sizes and cover more corporate entities around the districts that were excluded in this study.

The research participants for the study were mainly youths from disadvantaged backgrounds. It would be useful in future studies to investigate the effect of the CSR initiatives on the families of beneficiaries and how their lives are affect by these initiatives.

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APPENDIX A: PARTICIPANT INFORMATION SHEET

Good day,

My name is Angela Eugenia Malm and I am a Masters student registered for the degree Master of Arts in Social Work at the University of the Witwatersrand. As part of the requirements for the degree, I am conducting a research into exploring corporate social responsibility initiative in South Africa; the case of TISO Foundation. It is hoped that this information may help in enhancing the sustainability of corporate social responsibility initiative and help to strengthen these initiatives to promote positive development.

I therefore invite you to participate in my study. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour. You may withdraw from the study at any time and you may also refuse to answer any questions that you feel uncomfortable with answering.

With your permission, the interview will be tape-recorded. No one other than my supervisor will have access to the tapes. The tapes and interview schedules will be kept for two years following any publications or for six years if no publications emanate from the study. Please be assured that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

Please feel free to ask any questions regarding the study. I shall answer them to the best of my ability. I may be contacted on 0710 942 865. The research report will be available in the library of the University of Witwatersrand. Should you wish to receive a summary of the results of the study; an abstract will be made available on request.

Thank you for taking time to consider participating in the study.

Yours sincerely

…….

Angela Eugenia Malm

APPENDIX B: INTERVIEW SCHEDULE

Interview questions for participants

Demographic Data

Gender: Male:

Female:

Age:

1. How long have you been staying in this area?

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   ……

2. What Tiso Foundation corporate social responsibility initiatives have u been involved in and for how long?

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3. How did you get involved in this/ these programme(s) or project(s)?

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4. What is your understating of the objectives of this/these initiative(s) of Tiso Foundation?

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5. Were you ever consulted at any point in time before the initiative commenced, to solicit your opinion on what kind of programmes and projects will best meet your needs?

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6. To what extent were you involved in the selection, design and implementation process of this/these initiative(s) of the Tiso Foundation?

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7. Are these initiatives addressing your educational needs and to what extent?

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8. What are your expectations that is, your personal goals and objectives pertaining to this/these initiatives?

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9. Have any of these goals been met? Please explain your answer.

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10. How has the initiative(s) of Tiso Foundation been responsive to your CSR needs?

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11. Are there any challenges that you have faced or are currently facing from the beginning of this programme?

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12. What do you think can be done differently to resolve these challenges?

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13. In your opinion, what can be done to strengthen and sustain on-going and future corporate social responsibility initiatives?

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Thank you for your participation.

APPENDIX C: INTERVIEW SCHEDULE

Interview questions for key informants

Demographic Data

Gender: Male:

Female:

Age:

1. How long have you been working here?

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2. What is your understanding of the term corporate social responsibility (CSR)?

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3. What CSR initiatives have you implemented and what are their objectives?

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4. In your opinion, what is the motivation(s) behind Tiso Foundation's choice of initiative and location towards its CSR initiatives?

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5. How are the selection, design and implementation of Tiso Foundation's CSR initiatives done?

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6. Are the selected beneficiaries involved in the selection, design and implementation of the CSR initiatives?

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7. Would you say that Tiso Foundation's initiatives are meeting theeducational needs of the communities involved? Please explain your answer.

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8. Is there evidence of community interest and involvement in the initiatives implemented?

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9. What measures have been put in place by Tiso Foundation to ensure the sustainability of their CSR initiatives?

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10. What are the challenges being faced towards the fulfilment of the objectives of the CSR initiatives of Tiso Foundation?

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11. How can these challenges be addressed to ensure that the set objectives of the initiatives are met?

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12. What would you suggest Tiso foundation take into consideration in order to strengthen their CSR initiatives in the future?

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Thank you for your participation.

APPENDIX D: CONSENT FORM FOR PARTICIPATION IN THE STUDY

I hereby consent to participate in the research project. The purpose and procedures of the study have been explained to me. I understand that my participation is voluntary and that I may refuse to answer any particular items or withdraw from the study at any time without any negative consequences. I understand that my responses will be kept confidential.

Name of Participant: …….

Date: ……..

Signature: ……

APPENDIX E: CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW

I hereby consent to tape-recording of the interview. I understand that my confidentiality will be maintained at all times and that the tapes will be destroyed two years after any publication arising from the study or six years after completion of the study if there are no publications.

Name: …….

Date: ……

Signature: …….