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Corporate social investment practitioners' experiences of corporate-NPO partnerships : a case study in the financial sector

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Corporate Social Investment (CSI) has transcended from the philanthropic agenda to establish partnerships with non-profit organizations (NPOs) in order to effectively contribute to national development strategies. Corporate-NPO partnerships remain vital, not only in addressing social impediments, but also in promoting the participation of community members in the development of their constituencies. Partnerships also enable sharing of knowledge and resources which invariably ensures the sustainability of community development initiatives (Ife, 2006; Steurer, 2010). However, corporate-NPO partnerships' approach is not without challenges as it is normally characterised by mistrust between the parties (Van Huijstee & Glasbergen, 2010). The difference in the management strategies and in some cases, the NGOs' capacity constraints tend to influence the partnerships (Njenga & Smit, 2007; Department of Social Development, 2010). In the context of enabling innovative and sustainable CSI practices, partnerships can contribute to effective allocation of resources to ensure greater CSI impact (Sibanda, 2009). Occupational social work (OSW) practice includes workplace interventions that are aimed at addressing socio-economic challenges that affect the workplace and the surrounding communities. CSI practice serves a workplace intervention that aims to benefits employees and surrounding communities. CSI practice is one of the functions of occupational social work which embraces a participatory approach. This approach is key to building social capital which induces collective interventions to community challenges. Therefore this research seeks to explore the successes and challenges experienced by CSI practitioners regarding their partnerships with NPOs. It is hoped that the research will contribute to occupational social work knowledge regarding participatory approaches in corporate-NPO partnerships.

1.2 STATEMENT OF RESEARCH PROBLEM AND RATIONALE FOR THE STUDY

The South African state has been tasked with the responsibility to address socio-economic challenges in the country that resulted from the entrenched apartheid system. The apartheid

government created an unequal society that was skewed along racial lines (Smith, 2004). This created a society that is synonymous with deepening poverty, gross inequality and is exacerbated by high levels of unemployment, especially amongst black South Africans (Statistics South Africa) (StatsSA) (2014). The present democratic state has made progress in addressing socio-economic challenges affecting many communities, however povety is still high in the country. The South African Constitution gives all South Africans have a right to education, food, health, housing, social security and other socio-economic rights. Free primary health care is provided to the poor and disadvantaged citizens (StatsSA, 2014). The state has also developed the Jobs Fund, Extended Public Works Programme (EPWP) and other initiatives to create opportunities for employment in the country. The government's largest budget is on education, as it aims to increase the learners' entry into tertiary institutions and hence improve their opportunities for employment (Department of Treasury, 2014). Even though the government has had various programmes to target poverty, the country still contends with the many subsequent effects of the entrenched apartheid system. A large percentage of the population (30 %) depend on social grants as their source of income (SASSA, 2014). People who are employed in the low income bracket and casual workers are often unable to meet their basic needs. The rise of casual work implies that people are only able to meet their basic needs for a short period of time and later slide to poverty when their contracts are terminated (Barchiesi, 2011).

Education serves as an imperative tool in alleviating poverty and unemployment. The South African education system has had to make improvements in the national curriculum in order improve the quality of education within South African schools. However, there has been much criticism on the ability of the curriculum to achieve its intended purpose of improving the standards. Some schools have experienced a shortage of adequately skilled teachers and lack proper management. The challenges within the education system imply that learners have not been provided with quality education that will facilitate their entry into tertiary institutions, particularly in the critical skills gap (Mathibe & Legotlo, 2014; Pauw, Oosthuizen & Van Der Westhuizen, 2008). The mismatch in the skills that are available and skills that are required by the economy contributes to the high level of unemployment (Bendix, 2010). Although the state

has made free primary health care free for all, some communities which already experience high levels of poverty do not have easy access to such facilities (Pieterse, 2014; Murray, 2006).

The achievement of the national development goals to reduce poverty and inequality is considered to be a collective responsibility; therefore the Broad Based Black Economic Empowerment Act of 2003 requires corporate institutions to actively participate in addressing the socio-economic challenges relating to poverty and unemployment. The adoption of the New Growth Path macro-economic policy has fostered stronger partnerships between the state, the private sector, organized labour and civil society to achieve national development goals (Trialogue, 2013). The collaboration between corporate institutions and NPOs in particular, has a significant role in assisting the state to achieve the national development goals. Partnerships between corporate institutions and NPOs need to work collectively to attend to the socio-economic needs of the communities. Occupational social workers are trained to facilitate community development programmes and therefore facilitate CSI programmes on behalf of corporate institutions. It is important for corporate institutions to understand the specific challenges and dynamics of their constituencies before engaging in CSI projects. The best way to understand these dynamics is to draw from the knowledge and expertise of the NPOs, because they have the knowledge and experiences of the grassroots community life and they create opportunities for social investment by enabling entry into the community (Njenga & Smith, 2007; Mathekga & Buccus, 2006; Benit-Gbaffou, 2009). Engaging NPOs as stakeholders assists corporate institutions to understand beneficiary needs and to help the community to take ownership of the programmes. The use of a partnerships approach is vital in occupational social work practice as this approach enables corporate-NPO partners to share their skills and knowledge in solving identified problems. Corporate –NPO partnerships remain vital, not only to address social impediments, but also to enable the participation of community members in development of their communities (Weyers, 2001; Njenga & Smith, 2007). Partnerships also enable sharing of knowledge and resources which can invariably contribute in ensuring sustainability of community development initiatives (Ife, 2002; Steurer, 2010). Such partnerships also help fill the gaps in government's effort to address social problems.

Collaborations enable corporations to effectively respond to the relevant needs of surrounding communities. However, as already alluded to, corporate-NPO partnerships normally have mistrust between parties (Van Huijstee & Glasbergen, 2010) and NPO capacity constraints also tends to frustrate the relationship (Njenga & Smit, 2007; Department of Social Development, 2010). Some corporate institutions view NPOs as unprofessional, not accountable and tend to be cautious in their relationship with organisations in this sector as they perceive this might tarnish their image (D'Amato, Henderson & Florence, 2009; Bendell, 2005; Njenga & Smith, 2007). Literature indicates that some NPOs have capacity constraints and have difficulties in complying with NPO legislation, the demands of sponsors, have limited financial management and human resource skills (Department of Social Development, 2010). Anecdotal research suggests that some of the corporate-NPO partnerships are perceived as being monetary-based, with corporations being seen as donors, and NPOs viewed as mere recipients (Njenga & Smith, 2007). Although corporations aspire to participate in ameliorating socio-economic challenges, some NPOs seem to question the legitimacy of CSI initiatives by corporations. The CSI initiatives by corporate intuitions are often perceived to be based on marketing their CSI efforts in order to enable commercial gain, extend brand recognition and enhance their reputation. Corporations are perceived to have limited focus on developing communities (Fig, 2007). These concerns may also permeate in CSI partnerships and affect the nature of the partnership. The lack of trust between corporations and NPOs may affect the positions and hence the ability of both parties in addressing social issues (Njenga & Smith, 2007; Skinner & Mersham, 2008).

Community work is one of the methods applied in occupational social work practice to address socio-economic challenges that are related to poverty. Occupational social work practice upholds a participatory approach to community development as it holds that partnerships should be based on the participation of the communities in defining their needs and in co-developing solutions to social concerns. Therefore corporate-NPO partnerships are vital in community development projects (Weyers, 200; Bouwer, 2009). Citizen participation, which is strongly emphasised in the White Paper for Social Welfare, is an essential OSW method of empowering communities to participate in their own development. Partnerships are key in empowering communities and to building social capital (Ife, 2002). Participation of communities also contributes in ensuring the

sustainability of projects (*ibid*). CSI practice is based on the idea that corporate institutions and NPOs should work as partners in addressing social problems. Therefore CSI practitioners facilitate corporate-NPO partnerships. Occupational social workers are trained to facilitate such partnerships and work as CSI practitioners. Occupational social workers who work as CSI practitioners uphold a participatory approach to CSI practice and therefore facilitate the partnership relationship between partners.

Corporate institutions continue to play a significant role in addressing social challenges. The contribution of the financial sector in developing communities dates back to the apartheid years and continues to be relevant to date (Rockey, 2003; Trialogue, 2013). Even though the financial sector has been about business and is a highly competitive sector, its contribution to community development is very evident. The financial sector is one of the main contributors to the South African gross domestic product and has continued to play significant part in economic growth of the country since the beginning of democracy in South Africa (StatsSA, 2015). The financial sector contributes the second largest portion of the total CSI expenditures in South Africa. The sectors work in partnerships with NPOs (Trialogue, 2013).

In 2013, South Africa's total CSI expenditure increased to R7.8 billion, with a growth of 8% from the previous year. Most of the funds in the CSI budget are distributed to NPOs through corporate-NPO partnerships. Corporates are expected to account to shareholders and the government on their CSI funds and programmes (Trialogue, 2013; BBEEE Act, 2003). This study sought to gain knowledge on how CSI partnershisdps may be improved in order to enable further development of communities, influence CSI programmes and policies and promote the development of communities. Therefore this research sought to explore the successes and challenges experienced by CSI practitioners regarding their partnerships with NPOs. It is hoped that the research will inform how CSI partnerships can be improved to maximize CSI impact. Since the financial sector is one of the main contributors in CSI practice in South Africa the study focused on CSI practitioners in this sector**.** It is important to ensure that corporate-NPO partnerships are effective addressing social needs. The success of these partnerships can greatly

assist in targeting poverty and hence ameliorating the living circumstances of the poor communities. The research will enhance an understanding and hence give informed recommendations to occupational social workers practising corporate-NPO partnerships. It is also hoped that the research will also inform occupational social workers on how their skills may contribute in corporate-NPO partnerships.

1.3 DEFINITION OF KEY CONCEPTS

Corporate social responsibility: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (European Commission, cited in Steurer, 2010, p. 50). This concept is commonly used internationally and it encompasses the holistic approach by corporate institutions to protecting the physical environment from harm that could be caused by corporate activities, following fair labour practices within the corporate institution and contributing to addressing socio-economic challenges such a poverty and unemployment. All these aspects of CSR practices are equally important.

Corporate social investment: "The way in which companies care for the wellbeing of the social and ecological environment of the communities in which they operate". The companies invest in the advancement of social and environmental needs (Njenga & Smit, 2007, p.4). Although this concept includes addressing the needs of the physical environment, most corporate institutions in South Africa address social challenges with education, health, social and community development receiving 71 % of the total CSI expenditure in the country. (Trialogue, 2013). Environmental programmes receive less than 10% of the total CSI expenditure. The labour practices of the corporates institutions are not included within this definition.

Sustainability: This concept refers to the capacity to ensure that a system or resources endure in the long term. Ife (2006) explains that it involves ensuring that resources are used only at the rate at which they can be replenished and consumption minimized rather than maximized.

Corporate citizenship: "The concept of corporate citizen entails that corporate institutions have rights, duties and responsibilities in a nation in the same way that a citizens does (Visser, Matten, Pohl & Tolhurst, 2010). Corporate institutions particularly have a responsibility to ensure "financial, social and environmental sustainability practice in their business practices" (Njenga & Smit, 2007, p. 5)

CSI practitioner: Variety of people with different positions who are in involved in driving CSI initiatives in a corporate institution (Njenga & Smit, 2007).

Community: "A geographic area whose residents perceive themselves to be stakeholders and share behavioural expectations as a result of social relationships developed while participating in formal, informal, and interdependent economic, social and political institutions and activities, and while sharing public and private services" (Diochon, 2003, p. 62).

Non-profit organization: " A trust, company or other associations of persons (a) established for public purpose; and (b) the income and property of which are not distributable to its members or office-bearers except as reasonable compensation for services rendered" (NPO Act, 1997, p. 40).

Partnerships: "Long-term relationships of mutual interdependence (involving) a reasonable equilibrium in the benefits (and risks) to both parties", (Stacey 1997, cited in Kilalo & Johnson, 1999, p. 458).

1.4 RESEARCH DESIGN AND METHODOLOGY

The research took the form of a case study, in order to gain an in-depth understanding from participants within the financial sector. A case study involves analysing a system in a specific context at a particular time. (Hancock & Algozzine, 2006). The study was located within a qualitative paradigm in order to understand the lived experiences of participants and meaning attached to their experiences (Lewis, 2003). The study employed purposive sampling; meaning that the participants interviewed are those that helped in understanding the successes and challenges experienced by CSI practitioners in their corporate-NPO partnerships. The study interviewed 13 participants who are CSI practitioners at different financial institutions in Johannesburg. Semi-structured interview questions were used to gather data guided by an interview schedule. The semi-structured interviews with open-ended questions gave the researcher an opportunity to follow on emerging themes (Durrheim & Terre Blanche, 2006). The data were analysed using thematic content analysis.

1.5 ANTICIPATED VALUE OF THE STUDY

This study explored the successes and challenges experienced by CSI practitioners in their partnerships with NPOs. The anticipated value of the study included inter alia:

- To inform CSI practitioners and NPO representatives about factors that can enhance the CSI partnerships
- To recommend strategies to improving CSI partnerships with NPOs in order to enhance CSI impact in communities.

1.6 RESEARCH AIMS AND OBJECTIVES

1.6.1 Main Aim

The main of the research was: to explore the challenges and successes experienced by CSI practitioners at financial institutions in Johannesburg regarding their corporate social investment partnerships with NPOs.

1.6.2 Secondary Objectives

- To explore how partnerships between corporations and NPOs tend to emerge and the values that drive CSI programmes
- To ascertain the respective roles and skills of CSI practitioners in corporate-NPO partnerships
- To understand the challenges CSI practitioners experience in their corporate-NPO partnerships
- To explore the successes CSI practitioners experience in their corporate-NPO partnerships
- To elicit recommendations from CSI practitioners regarding strengthening corporate-NPO partnerships

1.7 LIMITATIONS OF THE STUDY

1. The non-probability, purposive study of CSI practitioners at financial institutions in Johannesburg precludes transferability or generalization of the findings to the other CSI practitioners in other sectors. However the finding may be applicable in similar contexts.
2. The disadvantage of interviews is that the interviewer might have influenced the response of an interviewee verbally (by the words that were used) and non-verbally by gesture, nods and so forth, thereby introducing bias (Mertens, 2005). Bearing this in mind, the researcher was aware of possible influence and tried not to influence responses.
3. The participants may have provided socially desirable answers, even though the researcher informed participants that their identifying details will not be written in the research report and that anonymity will be ensured.

1.8 ORGANIZATION OF THE REPORT

The research report is divided into five parts.

Chapter One:

Chapter One provided an orientation to the study by describing the research problem and rationale of the project, defining the key-concepts used in the study, outlining the main purpose, the research design and methodology employed and the limitations inherent in the study.

Chapter Two:

Chapter Two focuses on the literature review based on the history of corporate social responsibility, legislation relating to corporate social responsibility, CSI in South Africa, the role of the corporate in CSI and the role of CSI practitioners. This chapter also reviews the NPO sector in South Africa, corporate-NPO partnerships and CSI in relation to occupational social work.

Chapter Three:

Chapter Three contains a detailed explanation of the research aims, research design and methodology that was used. This chapter also discussed the limitations of the research design, the trustworthiness of the research methodology, the ethical considerations and limitations of the study.

Chapter Four:

In Chapter Four the results are presented and discussed in accordance with the objectives of the study. This chapter compares the findings to the literature in order to establish similarities and disparities and to answer the research questions of the research study.

Chapter Five:

Chapter Five summarizes the main findings and conclusions and makes recommendations for practice and future research arising from the results.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The economic success of corporate institutions has created an expectation within society for the sector to contribute to social development within nations, by balancing economic gains with the social wellbeing of communities (Graaf, 2001; Midgely 1995). Since NPOs play a significant role in enhancing the social wellbeing of communities, partnerships between corporate institutions and NPOs have been crucial in enabling the development of communities (Van Huijstee & Glasbergen, 2010). Partnerships may contribute in maximizing the available skills and resources in order to sustain CSI programmes that are aimed at developing communities (Ife, 2006). The bulk of CSI expenditure in South Africa is directed towards NPOs (Trialogue, 2013). It is therefore vital to strengthen corporate-NPO partnerships in order to optimize the use of resources and to account for the contribution of corporate institutions in developing communities (Herrman, 2004). This chapter provides the theoretical background to the study by reviewing key literature on the South African financial service sector, as the study was based on the experience of CSI practitioners that work in the financial sector. The literature chapter also discusses the history of corporate social responsibility internationally and locally, the role of corporate institutions, the NPO sector in South Africa, CSI practitioners and CSI partnerships, CSI in relation to social work and the theoretical framework that was adopted in the research study.

2.2 THE SOUTH AFRICAN FINANCIAL SERVICES SECTOR

The financial services sector in South Africa has foreign and domestic institutions which provide commercial, mortgage lending, insurance, investment, retail and merchant banking. These sectors include the banking system and the non-banking system. The banking system includes the South African Reserve Bank which is the central bank that establishes monetary policies. The banking system also includes investment and retail banks. Merchant banks and investment banks dominate the industry, while the retail banking system is led by ABSA, Nedbank, Standard

Bank, First National Bank and Capitec. The Financial Services Board regulates the non-banking system such as insurers, fund managers and broking operations. The credit industry is regulated by the National Credit Regulator (South Africa info, 2013). The financial sector is one of the main that contributors in the South African economy. South Africa has experienced an economic growth of 2%, between the years 2008-2012. In Gauteng the financial sector has contributed 22% to the gross domestic product of the province, and is the largest contributor (StatsSA, 2014).

2.3 HISTORY OF CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility is an essential aspect of business to many corporations around the globe since the colonial era. Philanthropic contributions by merchants to churches, orphanages and the poor were common during the early nineteenth century (Steiner & Steiner, 2000). The British monarchy had colonial systems of royal corporate charters, while American colonists had systems of government that served as state charters to corporations (*ibid*). The legal regulations in America disappeared towards the end of the century while the emergence of industrialization brought various social problems such as child labour, inequality, stock fraud and political corruption (*ibid*). In the mid-nineteenth century, anti-corporate protest by workers, union officials and intellectuals against large corporations became robust. The protests were against corporations which experienced significant economic success and political power. Corporations were compelled to consider the social impact of their business practices and respond appropriately. In the early twentieth century more business leaders bought into the idea of ensuring business responsibility for fair labour practice and to secure the environment. This resulted in the adoption of an interrelated approach to social responsibility. The approach was based on the view that managers of corporations have a position of power over stockholders, customers, employees and the community. Therefore managers were obliged to balance the interests of all parties (*ibid*).

2.4 CORPORATE SOCIAL RESPONSIBILITY LEGISLATION

The United Nations Global Compact (UNGC) was launched in the year 2000 as an appeal for corporations to join the United Nations (UN) in an effort to create an ethical global market. The UNGC is based on core values related to human rights, labour, the environment and anti-corruption (UN Global Compact, 2000). In order to protect human rights, corporate institutions are encouraged to build good relationships with communities and refrain from infringing on the human rights of these communities. Corporate institutions are also encouraged to address the concerns of consumers, to enable consumer satisfaction with the products and processes followed in manufacturing. The respect for human rights has the potential to be rewarding as the credibility of these corporations will be recognized by the local and the global community (*ibid*). The UNGC is not legally binding on countries as it does not serve as a set of regulations, but encourages good practice and cultivates ethical values. Many corporations have bought into the UNGC principles, as the compact has over two thousand participants in over eighty countries (*ibid*).

The European Commission issued a Green Paper on CSR in 2001 titled 'Promoting a European Framework for Corporate Social Responsibility'. The Green Paper regards corporate social responsibility (CSR) as the voluntary actions of corporations to raise the standards of social development. Corporations are regarded as an integral part of society that should strengthen their social responsibilities by forming partnerships with NPOs, local authorities, and bodies that manage social services (Herrman, 2004). The Green Paper states that CSR has two dimensions; internal and external. The internal dimension involves socially responsible practices of the company which "primarily involve employees and related issues such as investing in human capital, health and safety, and managing change, while environmentally responsible practices relate mainly to the management of natural resources used in the production" (European Commision, 2001, p. 8). The external dimension involves an integration of corporations into local communities, working closely with other business partners, consumers and public authorities to respect human rights. Corporations are also encouraged to participate in international CSR initiatives as they operate within a multinational market (European Commision, 2001; Herrman, 2004).

In 2006, the European Commission published a policy called the European Alliance for CSR. The policy focused on raising awareness of CSR and enabling coalitions between corporations and other stakeholders, in order to facilitate sustainable development and the creation of an enabling environment for CSR. The alliance had various priorities, including awareness raising and best practice, support to multi-stakeholder initiatives, cooperation with Member States; consumer information and transparency research; education, small and medium–sized enterprises and international dimensions of CSR (Spence, 2007). The commission also published a policy on CSR titled 'A renewed EU strategy 2011-14 for Corporate Social Responsibility' which states that in order to fulfil their social responsibilities, corporations should have in place a process to "integrate social, environmental, ethical and human rights concerns into their business operations". The policy requires corporations to develop CSR themselves, while public authorities are expected to provide support for the corporations through regulations that create market incentives for responsible business practice. The policy had an action agenda for the period of 2011-2014 and which encompassed eight areas, namely: enhancing the visibility of CSR and disseminating good practices, improving and tracking levels of trust in business, improving self and co-regulation process, enhancing market reward for CSR, improving company disclosure of social and environmental information, further integrating CSR into education, training and research, emphasizing the importance of national and sub-national CSR policies, and better alignment with European and global approaches to CSR (European Union, 2011). Corporate involvement in society is a channel through which corporations ensure congruency between business practices and societal norms and values (Dowling & Pfeffer, 1975). While it is recognized that corporations have improved certain practices due to societal pressure, it is a concern that international codes of conducts are voluntary and are not legally enforceable. The lack of international and national legislation that compels corporations to serve the public interest entails that some corporations may develop CSR initiatives that are more suitable for the corporation and of less benefit to society.

The opponents of CSR criticize the CRS alignment with the neoliberal philosophy. Neoliberal philosophy is based on the belief that private corporations are efficient and that their trade should be liberalized. Neoliberalism is based on the idea of self-policing of private corporations instead

of them being regulated by the government. Opponents of neoliberalism are of the view that corporates are the main beneficiaries of liberalization, which is the cause of social exclusion and inequalities (Robinson, 2012). CSR is seen to be aligned with neo-liberalism as it based on corporations monitoring their environmental and social contributions, without regulations of the government. In as much as corporations have been self-regulating, some of them have prioritized profits over labour rights and environmental protection. CSR is therefore seen as a mere distraction from the need for government and public polices to regulate corporations (*ibid*).

2.5 CORPORATE SOCIAL INVESTMENT IN SOUTH AFRICA

2.5.1 Background

The establishment of the Department of Social Welfare in 1937 in response to the 'Poor White Problem' contributed to the emergence of corporate responsibility in South Africa. Prior to the establishment of the welfare department, churches and private organizations made philanthropic contributions in local communities (Patel, 2005). Between 1961 and 1972 private organizations were encouraged to make contributions to helping local communities to improve their living standards. Private organizations were also encouraged to record their social contributions to the community (Rockey, 2003). In 1976, the Urban Foundation (UF) was established, which was a significant initiative by the private sector to improve the quality of life of urban residents. The UF facilitated access and ownership of houses for many black persons in urban areas. The UF also contributed to the establishment of the Government's White Paper on Urbanization and to the development of other relevant legislation. The activities of the UF were criticized and perceived as business's self-interest and self-preservation in response to the economic downturn experienced due to political unrest in the country, international isolation and a limited skilled labour force at the time (Huchzermeyer, 2012). The Development Bank of South Africa was later established to provide funding for projects that would have a large scale response to social concerns. Corporations that participated in uplifting the community, mainly focused on providing financial contributions to NPOs that had applied for funding. The sponsors did not market their contributions and the social activities were separate from business operations (Rockey, 2003). While the contribution of corporations in the community is called corporate

social responsibility internationally, South African corporations make use the term corporate social investment. The term investment is preferred, as the contribution of corporations in social and environmental interventions is considered to be an investment that can bring returns such as reputation, brand recognition and improved markets (Fig, 2007). Therefore the term corporate social investment (CSI) will be used when referring to corporate social responsibility within South Africa.

2.5.2 The King Reports on Corporate Governance

In 1993 the King Committee on Corporate Governance was established to promote good corporate governance in South Africa. In 1994 the first King Report was published, followed by King II in 2002 and King III in 2009. The King Report is based on three principles including: leadership, sustainability and good corporate governance. It believes in sustainable practices that promote the efficient economic, social and environmental performance (Cliffe Dekker, 2002). Sustainability is viewed as a moral issue that needs to be taken into consideration in all economic endeavours and leaders of organizations should take an active role in ensuring that sustainability is promoted in their organization. The King 2 Report emphasized the importance of integrated sustainability reporting. In business terms, sustainability entails achieving equilibrium in social and economic performance. The implication is that organizations are expected to acknowledge the significant relationship between the enterprise and the community in which it exists. Therefore each organization is expected to "report annually on the nature and extent of its social, transformation, ethical, safety, health and environmental management policies and practices" (Cliffe Dekker, 2002, p.14). According to this report, organizations should have codes of ethics which are monitored and enforced, and diversity should be respected whereby black people and women are given a platform to actively contribute in the company. Organizations should have policies and practices that enable the previously disadvantaged members of the community to have equal opportunities to develop their potential and to hold executive positions. There should also be human capital development initiatives that will not only develop the staff, but also enhance performance of the company and secure its future performance. The King III report states that companies should have a "stake holder-inclusive corporate governance approach, whereby stakeholder perception of a company should be considered as it can affect the reputation

of the company" (Institute of Directors in Southern Africa, 2009, pp.11-12). Therefore the company should bridge the gap between its performance and the legitimate interests and expectations of stakeholders, which include but are not limited to society in general, communities, unions and potential investors (*ibid).*

2.5.3 Broad-Based Black Economic Empowerment

In the year 1998 the Black Economic Empowerment Commission (BEECom) was established in an effort to promote the economic empowerment of black people in South Africa. This was in response to economic inequality along racial lines that was influenced by the former apartheid system. This commission was tasked to address the lack of a national black economic empowerment (BEE) vision and to increase the participation of black persons in directing the BEE vision (BEECom Report, 2001). The BEE programmes benefited mostly few black elites and white companies that fronted as black owned businesses. The dissatisfaction with the low level of economic participation of blacks and much criticism of existing BEE approaches led to the establishment of the Broad Based Black (BBBEE) Act of 2003 (Alessandri, Black & Jackson, 2011).

The objectives of the Act are to achieve economic transformation by increasing black people's participation in the economy and to promote economic transformation by enabling more black people to have ownership and executive positions in management structures, and ensuring that structures corresponded with the demographic structure of the country. The other objectives are to enhance skills development of the community, workers and co-operatives and enable their participation in economic activities. The BBBEE Act also aims to "promote investment programmes that facilitate meaningful participation of black people in the economy and to promote access to finance in order promote black economic empowerment" (BBBEE Act, 2003).The BBBEE objective of particular interest to the research involves "empowering rural and local communities by enabling access to economic activities, land, infrastructure, ownership and skills" (BBBEE Act, 2003). The CSI contributions of the private sector are aligned with this objective.

The BBBEE Act consists of Codes of Good Practice which were developed to measure BBBEEE across all economic sectors. The codes are of great importance as they influence company decisions that lead to black economic empowerment. There is a weighted score card that determines the contribution levels of companies in BBBEE initiatives, based on the sector under which the company falls (BBBEE Codes of Good Practice, 2013). The participation or involvement of black people in certain activities is rated as follows: ownership constitutes 20 points, management control constitutes 10 points, employment equity constitutes 15 points, skills development 15 points, preferential procurement 20 points, enterprise development 15 points and finally socio economic development constitutes five points (B-BBEE Codes of Good Practice, 2013). The points all add up to a total of 100 points. The BEE codes of good practice aim to enable economic inclusion of the poor through an internal focus (business-employee relations) and an external focus (contribution to society). CSI initiatives fall under external focus and they are referred to as socio-economic development, which has the smallest value. The company's BEE contribution levels are classified according to the points obtained on the Generic Score Card with level one contributor consisting of 100 points and level eight consisting of between 30 and 39 points. Companies with less than 30 points are considered as non-compliant contributors. Companies which are non-complaint do not face any consequences for non-compliance, except that they cannot trade with state entities (B-BBEE Codes of Good Practice, 2013). The BBBEE Act also provides guidelines for exemption of micro-enterprises and qualifying small enterprises relating to BBBEE scoring. The Act also addresses misinterpretation of an entities' true BBBEE status through window-dressing, benefit diversion and opportunistic intermediaries (BBBEE Codes of Good Practice, 2013).

Although the private sector is not legally obligated to be BBBEE compliant or pursue King III principles on corporate governance; there are structures that obligate some companies to be compliant. The Johannesburg Stock Exchange (JSE), which is the largest Stock Exchanges in Africa, made compliance with the BEE codes and the King III principles of corporate governance part of the listing requirements, thereby obligating companies to comply with these

principles. Organizations that seek to list their BEE securities are also required to be BBBEE compliant (JSE listing Bulletin, 2011). The state also requires organizations that wish to interact with the state and public entities to apply the Codes of Good Practice. Industry charters that seek to be gazetted by the Minister of Trade and Industry as sector codes are also required to adhere to the codes (Department of Trade and Industry, 2007). It is therefore in the corporate institution interest to adhere to King III principles and to be BBBEE compliant.

Kruger (2011) indicates that some managers agree that BEE compliance has some benefits; however other managers are of the perception that it does not necessarily facilitate the improvement of companies in terms of competitiveness, quality, productivity and service excellence, amongst other factors.

2.6 ROLE OF CORPORATE INSTITUTIONS IN CSI

Since corporate institutions are economic units in society which provide goods and services for a profit, they contribute to the economy of the nation. The profits of corporations need to benefit communities and corporations have a role to play in addressing social concerns such as poverty and in promoting human rights.

2.6.1 CSI as a response to poverty

Poverty is defined as people's lack of resources to meet their basic needs (Graaf, 2001). Statistic South Africa (2014) found that between 2006 and 2011, poverty in South African was highest amongst black and coloured persons, amongst female-headed households and persons with no education or only primary education (StatsSA, 2014). Poverty is related to other social problems such as health challenges, disruptive family relationships, crime and unemployment (Patel & Klerin, 2003; Kingdom & Knight, 2005; Duncan & Brooks-Gunn, 2000; Mafiri, 2002). CSI can promote social development and address social and ethical responsibilities. Social development is defined as "a planned social change designed to promote the well-being of the population as a

whole in conjunction with a dynamic process of economic development" (Midgley, 1995, p. 25). Business has a role to play in ensuring that the economic profits made also benefit the community by enhancing the quality of life of local communities and making use of partnerships to achieve this goal. Business can participate in small-scale social development interventions, as the state should assume the main responsibility for social development (Manuel & Contreras, 2004).

The United Nations and the World Bank have welcomed the contribution of corporations in CSI initiatives with the hope that the initiatives will contribute to the attainment of the millennium development goal of alleviating poverty, amongst others. One of the ways that this goal can be achieved is by encouraging business to provide products and services for low income workers to enable them to meet their needs (Manuel & Contreras, 2004). This concept provides an opportunity for business to see business opportunities that exist among poor people and not just view the poor as a problem, which the government should address. However, there is a perception that corporations is already addressing poverty by creating employment and paying taxes and that corporations should not be made to deviate from their core business. On the other hand, corporations are criticised for their actions that perpetuate poverty and their responsibility to reduce poverty are emphasized (Manuel & Contreras, 2004).

The types of CSI programmes provided to address poverty are influenced by the social, historical and economic context of communities or nations and therefore it is essential to assess these conditions. Specific to South Africa, the legacy of apartheid implies that corporations have an economic role to play in addressing inequality as an effort to promote social justice and equitable access to economic and social opportunities through black empowerment (Newell & Frynas, 2007). Since corporations cannot be divorced from the social and political context within which they exist, it is of interest to corporations to contribute by responding to deficits that exist in society. It is important to have a holistic view of poverty in order to ensure that the relevant CSI initiatives are established and to ensure that initiatives are based on realistic and attainable initiatives (Newell & Frynas, 2007).

Pick n Pay is one of the South African corporations that aims to alleviate poverty as it supports entrepreneurship programmes, by connecting emerging farmers to Pick n Pay stores. One of the key objectives of Pick n Pay is to have CSI initiatives through the development of partnerships that are transparent and open (Pick n Pay, 2012). Even though South African corporations may learn from leading European CSI initiatives, it is essential for them to provide CSI programmes and models relevant to the South African context.

2.6.2 CSI and the promotion of human rights

In 2011 the UN ratified the Guiding Principles on Business and Human Rights, in response to human rights abuses that are experienced by nations due to business activities. The guiding principles place obligations on both the state and corporations. The states have a duty to protect human rights within the nation and to "prevent, investigate, punish and redress" human rights abuses. States also have obligations to ensure that businesses in the country respect human rights and develop policies that address the risk of human rights violations by businesses (United Nations, 2011). Corporations have a responsibility to ensure that they respect human rights and address violations that may occur within the business and prevent the violation of rights. Corporations are also required to develop policies and appropriate measures that are related to preventing and responding to human rights abuses. States should also develop access to effective remedies for human rights abuses by organizations through "judicial, administrative, legislative or appropriate means" (UN Guiding Principles on Business and Human Rights, 2011, p.22). There should also be state-based mechanisms for addressing violations and there should be both judicial mechanisms and non-judicial grievance mechanisms to respond to these issues (UN Guiding Principles on Business and Human Rights, 2011).

In South Africa the Labour Relations Act, Basic Conditions of Employment Act and other labour legislation serve to protect employees from human right abuses by corporate institutions and other employers. Since human right abuses by were prevalent in the apartheid era, the BBBEE Act of 2003 serves to address past injustices. The BBBEE Act provides internal and external strategies of addressing past injustices. The internal strategies are when corporate institution are

expected to make deliberate efforts to create employment opportunities for previously disadvantaged groups (i.e. women, blacks, people with disabilities) at operational and management levels within the institution. The external strategy involves the participation of corporate institutions in socio-economic development, in this case, CSI. Although CSI does not facilitate human rights programmes, it plays an important role in addressing poverty that was perpetuated by the injustices of the apartheid era.

The involvement of corporations in social responsibility initiatives is viewed with much criticism by some social activists. According to Banerjee (2008) corporations may have adopted the concepts being socially responsible institutions, but it does not imply that the developments are sustainable for all. He further states that corporations participate in such voluntary initiatives to legitimize themselves, maintain entrepreneurial freedom and to circumvent regulatory control (Banerjee, 2008).

2.7 CORPORATE SOCIAL INVESTMENT PRACTITIONERS

CSI practitioners are persons who are facilitate CSI programmes within an organization. Corporations employ persons with various professional experience to serve as CSI practitioners, who may include the CEOs, middle managers, human resource personnel, occupational social workers, and voluntary service of employees, while some companies outsource the CSI services (Njenga & Smit, 2007). Some CSI practitioners have undergone training which is provided under management development programmes with accredited institutions (Business in the community, 2012). The training that is provided intends to train CSI practitioners in designing and implementing programmes and strategies within organizations (Centre for Sustainability and Excellence, 2012).

CSI practitioners have various roles in CSI initiatives; one of which is the philanthropic role which is involved in promoting human welfare and charitable giving, usually based on the discretion of the concerned organization and is not determined by the law (Visser, Matten, Pohl

& Tolhurst, 2010). Other practitioners assume a management role that involves advising management on the importance of CSI and are also involved in strategic planning that is related to CSI. The CSI roles are driven by ethical standards and values of an organization in relation to CSI. Some practitioners serve to improve the image of the organization by communicating the organization's CSI activities to the public (Kim & Reber, 2008). CSI practitioners also have a responsibility to ensure that the corporations operate within ethical limits. Therefore CSI programmes include the promotion of human rights, workplace issues, sustainability, community development and corporate governance (Visser et al., 2010).

While corporations have been long involved in addressing poverty and related social concerns, there is an increasing expectation for them to deal with a more complex and increasing range of stakeholders. This entails that CSI practitioners need to facilitate CSI programmes using a collaborative approach and to consider the background of various stakeholders, in order to develop an understanding of each party and minimize fragmentation and distrust amongst stake holders (Jonker & Nijhof, 2006).

Within the partner relationship the partners compile lists of issues on the scope of the partnership. There is often a need for parties to consult with each other before making public statements in order to minimize reputation risk and to ensure that the messages are consistent. Dialogue between partners is important in order to create common understanding between parties and address challenges that may arise within the partnership (Huijstee & Glasbergen, 2010).

Some of the challenges that CSI practitioners experience in South Africa is that some NGO's do not have good financial and organizational management strategies (Department of Social Development, 2010). Therefore the level of accountability may be insufficient for donors. It may become difficult to work together with an NGO that does not have a well-structured management system as it may place the donor at a reputational risk (Department of Social Development, 2010). The other challenge that may be experienced in partnerships is that when working in

partnerships with NGO's is that the NGO's may not have single area of focus in services. Some NGO's directed their services based on the programmes that donors fund. This is a challenge as the NGO may not be equipped with the skills to deliver the required services (Department of Social Development, 2010).

2.8 NON-PROFIT ORGANIZATIONS IN SOUTH AFRICA

According to the NPO Act of 1997, a non-profit organization is "a trust, company or other association of persons established for a public purpose and the income and property which are not distributable to its members except as a reasonable compensation for services rendered". Swilling and Russell (2002) identify three types of NPOs; namely, developmental, survivalist and oppositional NPOs. Development NPOs are concerned with promoting the well-being of specific sectors of society in social, cultural and economic spheres. Survivalist NPOs serve to maximise limited resources in the community or serve to co-ordinate services that are not provided by the state or private organizations. These NPOs are usually linked to religious bodies. Oppositional NPOs serve to organize and mobilize people for different purposes and are usually aimed at placing pressure on government, private organizations and other institutions to bring about desired change. Some oppositional NPOs have resorted to playing developmental roles (Swilling & Russell, 2002).

In 2013 there was an estimated 85 000 registered NPOs. The major areas of work of NPOs are social services (i.e. child, family, disability, elderly and self-help services), culture, education and research, health respectively (Department of Social Development, 2010; Swilling & Russell, 2002). According to the Department of Social Development (2010) the largest proportions of community based organization are registered to obtain government funding. Some of the NPOs, particularly community-based organizations (CBOs) experience capacity constraints and some leaders within the NPOs experience difficulties in leading the organization in the context of limited resources, uncertainty about funding, attending to the demands of sponsors and meeting public obligations. Some NPOs do not have job descriptions for staff and the performance management practices are relatively weak (Department of Social Development, 2010). NPOs

also reveal low awareness of and are struggling to adhere to the Conduct of Good Practice set in the NPO Act of 1997. The majority of NPOs have mission statements and goals and objectives, however; there are fewer NPOs with strategic plans and thorough activity plans. In 2010 the Department of Social Development reported that only 14.2% of NPOs submitted their financial reports and not all of them were audited, 70.9 % of those that submitted financial reports made use of a registered auditor and only 13.3% of NPOs submitted narrative reports. The NPOs which had been in existence for a longer period were more likely to submit the required documents. Some of the NPOs (41%) indicated that they needed financial management training and others indicated that they needed training in understanding the NPO Act. Since many NPOs are struggling with financial management processes, it raises the possibility that NPOs with better financial reporting are more likely to obtain funding (Department of Social Development, 2010). Since 2013, the Department of Social Development facilitated road shows to encourage NPOs to be compliant with the NPO Act regulations and educate them on good governance. The road shows resulted in 3 149 NPOs submitting their annual reports. There were still 66 072 NPOs that had to submit their annual reports before March 2014 (Department of Social Development, 2015).

In South Africa the legislation governing the NPO sector is the Constitution of South Africa, the NPO Act of 1997, the Income Tax Act and the Register of Non-Profit Organizations. The Code of Good Practice for South African Non-profit Organizations which is issued in terms of the Section 6 of the NPO Act serves as a self-regulatory mechanism. The South African NGO Coalition (SANGOCO) serves as the Code of Good Governance/ Ethics for NPOs (Department of Social Development, 2010). NPOs and corporations have different management styles which could cause misunderstanding between the two parties. The Codes of Conduct of corporations', for example, are based specifically on the roles and duties of the boards and emphasize financial accountability, while the NPO Code of Conduct is rather general in nature and does not provide sufficient detail on human resource issues which constitutes a weakness.

2.9 CORPORATE SOCIAL INVESTMENT PARTNERSHIPS

Corporations' interaction with NGOs has indicated that a compliance with the law approach to CSI is an inadequate strategy for sustainability. CSI programmes and policies need to be based on the involvement of all parties through the process of "dialogue and consultation, collaboration and the formation of new partnership" (Jonker & Nijhof, 2006, p. 457). Dialogue is the tool that provides an opportunity for parties to learn from and understand each other since they come with deferring world views (Jonker & Nijhof, 2006). Therefore CSI practitioners are faced with the challenge of responding to and partnering with various stakeholders in an effort to address social and environmental concerns. Some South African corporations have taken a partnership approach in CSI initiatives, for example Liberty Holdings has the Liberty Education Foundation that aims to empower persons from previously disadvantaged communities through long-term empowerment projects, by working in partnership with NGOs, the state and civil society in order to achieve its goals (Liberty Holdings, 2012).

According to Nijhof, de Bruin and Honders (2008), research in CSI communication indicates that some business companies have successful CSI initiatives even though they only inform stakeholders about the development of CSI policies and programmes instead of having a two-way communication and partnership. This approach somehow suggests that partnering with other stakeholders is not imperative. However, the Brent Spar case is an example that the involvement of NGOs in decisions that affect the community positively or negatively is important. In this case Shell had received approval from the British government to dispose the oil storage. Greenpeace (an NGO) opposed the plans and considered the project potentially harmful to the environment. Subsequently, the project was shelved. Nevertheless, not all NGOs have global political influence and resources to influence business companies (Nijhofet al., 2008).

Across the world, corporations have had encounters with NGOs that have sought to influence corporations and enable social transformation. NGOs have used both antagonistic and collaborative approaches to influence corporations and foster partnerships in promoting social

welfare of communities (Jonker & Nijhof, 2006). The criticism of business corporations by NGOs has a negative impact of the image of corporations and corporations also experience great competition when rival business organizations have CSI programmes and policies that are endorsed by NGOs. This competition may place pressure on corporations to seek to partner with relevant NGOs in CSI programmes in order to legitimize their programmes (Huijstee & Glasbergen, 2010). The use of confrontational approaches causes corporations to "guard" the relationship with the NGOs and limit their involvement in certain projects. These approaches also make it difficult for trust to develop between parties. This experience often leads business to make overtures to NGOs with positive approaches in their CSI programmes. Friends of the Earth Netherlands (FoEN), is an NGO that has often used confrontational approaches when it addresses business organizations and at some stage criticized Rabobank (Netherlands) for making unsustainable investments in palm oil and the soy sector. In an attempt to ascertain the sustainability principle of the bank and strengthen CSI initiatives, the Robabank developed a partnership relationship with World Wide Fund for Nature (WWFN), which has a collaborative approach when working with stake holders. The tendency of FoEN to take aggressive action toward organizations seemed to make Robabank prefer to partner with WWFN instead, due to its more collaborative approach. Even though confrontational approaches may not be preferred; they may have a greater influence on corporations. Whereas Robabank was not dependent on WWFN previously, the criticism by FoEN moved the partner relationship with Robabank from low-interdependence to high-interdependence (Huijstee & Glasbergen, 2010).

Even though partnerships entail that there is shared responsibility, corporations tend to dominate the relationships. Ashman (2001) asserts that amongst the core values of civil society is empowerment and this value should not be abandoned in order to co-operate with business. Ashman (2001) further advises that civil society organizations should take an empowerment approach to partnerships, in order to achieve the desired development and strengthen the capacity of civil institutions.

2.10 CORPORATE SOCIAL INVESTMENT AND OCCUPATIONAL SOCIAL WORK

2.10.1 The role of occupational social work in CSI practice

Occupational social workers can play a key role in CSI initiatives as they are trained to address social needs of employees and organizational change. Occupational social work is defined as "a field of practice in which social workers attend to human and social needs of the work community by designing and executing appropriate intervention to ensure healthier individuals and environment" (Googins & Godfrey, cited in Van Breda, 2009, p.286). Occupational social work practice has moved from a paternalistic view to a holistic view of the needs of the work community and focuses on a varied range of client systems. There are four main client-systems that are identified; the *employee as a person* with personal needs; the *person as an employee* with occupational needs; the *organization as a client* that needs to be characterized by justice, equity and human dignity; and the *employee as a citizen* that functions within the society that has social needs. The aspect of the organization as a client includes the development of CSI programmes by a corporation in order to address the social ills of the community within which an organization exists (Van Breda, 2009). The social work interventions are based on an analysis of the organization as a system within political, social and economic systems and creating programmes which will address social concerns. The way on which CSR is conceptualized by the European Commission is similar to the binocular vision of issues in occupational social work. It involves having a microscopic perspective, which is a close up focus of matters that directly affect employees within a corporation (i.e. investing in human capital, health and safety). It also involves a telescopic perspective, which is a broader view of systems that are related to organizational matters (i.e. policies, social factors, stakeholders) (Van Breda & du Plessis, 2009).

The White Paper for Social Welfare (1997) has adopted a developmental approach and has significantly influenced a paradigm shift in social work practice. The White Paper identifies five main themes in the developmental approach namely; a right based-approach, harmonization of economic and social development, promotion of democracy and social development, and commitment to social development partnerships and welfare pluralism (Patel, 2005). Occupational social work plays significant role in CSI as its values are aligned with the EU

Green Paper on CSI which emphasises developmental CSI that is rights-based and involves the participation of all sectors of society. Therefore occupational social workers can play a significant role in implementing developmental CSI programmes.

Research has found that only 6.25% of occupational social workers are marginally involved in CSI, while 12.5% are not involved in CSI at all (Carapinha, 2009). Occupational social workers have not extended their skills of community development in the work community and as a result their involvement in CSI in minimal. Caraphina (2009) explains that CSI is perceived as limited as it is disconnected from business functions and social development goals. As a result a systems approach has emerged in order to enable the implementation of successful CSI programmes, which is known as corporate citizenship. Carapinha (2009, p.345) indicates that the driving factors for corporate citizenship in South Africa are "the need for stakeholder engagement that leads to empowerment and mutual benefit, (2) the need for achieving integrated social and economic goals, and (3) the need for integration of corporate responsibility into core business functions". Corporate citizenship partnerships aim to balance the economic profits with social and environmental needs through responsible management and not ad-hoc responses to negative effects. This approach is aligned with national social development policy based on integrating social and economic goals. Corporate citizenship also has a stakeholder approach and seeks to engage with various stakeholders in society instead of only having philanthropic social investments (Carapinha, 2009). Corporate citizenship is aligned with the social development paradigm which values partnerships and is an integral part of social work practice.

2.10.2 Occupational social work approaches relating to CSI practice

Occupational social workers adopt community work principles in CSI practice. These include ensuring sustainability in communities, respecting diversity, addressing structural disadvantage, empowering community members, valuing community resources, skills and culture, ensuring equal participation of all members and building the community (Ife, 2002). There are various community work models that occupational social work apply in CSI practice. These include community development, social planning, community education and social action (Weyers,

2001). The community development model is based on working with community members to develop their own communities and is based on the premise that community members are in the best position to ensure the development of their communities. The social planning model is based on the notion that the social functioning of the community is influenced by the quantity and quality of social services and the access the community has to such resources. This model holds that the community needs the services of professionals who are experts to prevent or solve their problems. Therefore the professionals are involved in planning, initiating and developing services. The community education model, on the other hand, is based on the assumption that the social well-being of the community is determined by the knowledge, insight, skills and attitudes of the community. Therefore professionals who serve as experts provide the community with the relevant knowledge to eliminate the disempowering effects of lack of certain knowledge. Finally, the social action model is based on the assumption that the social functioning of the community is determined by the community's "rightful share in and access to power, resources and services" (Weyers, 2001, p. 121). These goals can be achieved when the community members become self-aware political subjects, and are conscious of the social–cultural reality that influences their lives so that they can live in a social dispensation in which wealth and power are equally distributed, human rights are protected and promoted and structural and policy obstacles and injustices are eliminated (Weyers, 2001). These models are adopted by occupational social workers in CSI practice, depending on the identified need within the community.

2.11 THEORETICAL FRAMEWORK

2.11.1 Ecosystem practice perspective

The study is based on the ecosystem practice perspective. The ecosystems practice perceptive is derived from the science of ecology and general systems theory. The ecological dimension is based on the "relationship and reciprocal and adaptive transactions among organisms and their bio-psycho-socio-cultural-economic-political-physical environment" (Weyers, 2001, p. 15). Specifically in the proposed research study there is a focus on CSI practitioners as representatives of economic structures in society and their partnership relationships and transactions with NGOs as social structures. The systems dimension of the ecological

perspective is based on the notion that society is made up of bounded units or systems that are connected to and affect each other. These systems include social, political and economic structures, which are connected and enable people to meet their needs and sustain themselves. This perspective holds that there needs to be an adaptive fit between people and their environments and when there is lack of adaptation due to incongruence between the people's needs and the environment (or community) problems arise that affect all systems. Since corporations are economic structures in society which are well resourced, there is a need for such structures to provide opportunities for community members to meet their needs and CSI creates such opportunities (Weyers, 2001).

2.11.2 Social development approach

Social development can be defined as "a process of planned social change designed to promote the wellbeing of the population as a whole in conjunction with a dynamic process of economic development" (Midgley, 1995, p.23). Social development has been adopted as a response to the distorted development caused by a mere focus on economic development. Previously, countries which had a high gross national product (GNP) were considered to be developing well and there seemed to be an assumption that this growth would somehow benefit the masses in the form of jobs and economic opportunities (Tornado, 1994). However, the per capita GNP does not consider how wealth is distributed within a country. This measure hides the economic inequalities within a country, as most of the financial gains are made by relatively few people whereas the majority of people still live in poverty. Even though the GNP of such countries is good, many people still do not have access to houses, water, sanitation and health facilities as inequalities and unemployment still persist in the context of a growing economy. Lack of investment in productive enterprise, education, health and social services further perpetuates poverty and deprivation. Social development is based on the notion that economic growth should be accompanied by the well-being of citizens (Graaf, 2001). The implication is that in as much as corporations are experiencing economic growth, the wealth should also be distributed in order to ensure that societal well-being is improved.

The social development approach is influenced by the Constitution of South Africa which states that all citizens have the right to dignity, and other social and economic rights which include the right to housing, health care, social security and education (Patel, 2005). These rights are legally enforceable and the Constitution places an obligation on the state to give effects to these rights. However, government can only be expected to do so within available resources (Patel, 2005). Even though the state has the primary obligation to ensure the realization of these rights, citizens are not expected to be passive in this regard, but to also participate in their own development and make responsible lifestyle decisions. Corporation may not have a primary responsibility to promote basic welfare, but they are expected to contribute to the realization of basic rights of citizens (Patel, 2005).

2.12 CONCLUSION

This chapter provided the theoretical framework for the study by reviewing literature on CSI and related issue; CSI legislation and role players in CSI practice. Furthermore, this chapter provided a theoretical backdrop to the discussion of the research methodology that is described in the next chapter.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

Research is a scientific enquiry which involves the process of designing a strategy for making the enquiry and interpreting what was observed. Barbie and Mouton (2011) illustrate that the research design refers to how the research will be conducted. The research methodology refers to the processes involved in the research, the tools that will be used and the procedures that will be followed (Barbie & Mouton, 2011). This chapter provides a detailed description of the aim and objectives of the study, the research design, the sampling strategy, the research instrument, the pre-test of the research tool, the method of data collection, data analysis and the ethical considerations underpinning the study. Finally, the limitations of the study are discussed.

3.2 RESEARCH QUESTION

What are the successes and challenges experienced by corporate social investment practitioners at financial institutions in Johannesburg regarding their corporate social investment partnerships with NPOs?

3.3 PRIMARY AIM

To explore the challenges and successes experienced by CSI practitioners at financial institutions in Johannesburg regarding their corporate social investment partnerships with NPOs.

3.4 RESEARCH OBJECTIVES

- To explore how partnerships between financial institutions and NPOs in Johannesburg tend to emerge and the values that drive CSI programmes.

- To ascertain the respective roles of CSI practitioners in corporate-NPO partnerships.
- To understand the challenges CSI practitioners experience in their corporate-NPO partnerships.
- To explore the successes CSI practitioners experience in their corporate-NPO partnerships.
- To elicit recommendations from CSI practitioners regarding strengthening corporate-NPO partnerships.

3.5 RESEARCH DESIGN

The study took a form of a case study and was located within a qualitative paradigm. A qualitative research approach was used as it allows the researcher to understand the participants' perspective of their situations or environments. Qualitative research is used to "make sense of, or to interpret, phenomena in terms of meanings people bring to them" (Denzin & Lincoln, 2003, p.4 cited in Davies, 2007, p. 10). The researcher sought to explore the successes and challenges experienced by of CSI practitioners regarding their partnerships with NPOs. The research aimed to gain an understanding of the lived experience of CSI practitioners as a result, a qualitative research approach was deemed to be the most applicable research strategy.

A qualitative research design is a "naturalistic interpretative approach concerned with understanding the meanings which people attach to phenomena within their social worlds" (Lewis, 2003, p.3). Therefore research took the form of a case study on the successes and challenges experienced by corporate social investment practitioners at financial institutions in Johannesburg regarding their CSI partnerships with NPOs. A case study is a qualitative research design which involves the "intensive analyses and description of a single unit or system bounded by space and time" (Algozzine & Hancock 2006, p.9). The researcher in a case study aims to obtain an in-depth understanding of situations and meanings from those involved. Barbie and Mouton (2011) explain that case studies investigate the interaction of a unit within its context. They further indicate that a unit study can be an individual person and that multiple individual units can be studied in a case study. Therefore the study was based on CSI practitioners who worked in various financial institutions in Johannesburg and who worked in partnerships with NPOs. The benefits of utilizing a qualitative research design are that it is a flexible research

strategy and involves a naturalist inquiry into people's everyday life within a specific context (Punch, 2009).

3.6 POPULATION AND SAMPLING PROCEDURE

The population was comprised of CSI practitioners at financial institutions in Johannesburg. The sampling method that was used in the research was non-probability, purposive sampling and snowballing sampling. According to Green and Thorogood (2004), purposive sampling entails that the sample is selected based on the research question and the likelihood that the participant will provide in-depth information on the subject matter. Snowballing sampling "refers to the process of accumulation as each located subject suggests other subjects" (Barbie, 2010, p. 193). The sample was comprised of 13 participants who were CSI practitioners as they were be able to provide in-depth information about CSI partnerships.

The researcher invited CSI departments from various financial institutions in Johannesburg to participate in the study. The participants also referred the researcher to other participants. The researcher explained that she could only contact the referred participants if they have given permission for the researcher to contact them. Therefore only the participants who were willing to participate were interviewed. The researcher experienced challenges in obtaining participants. Therefore two of the participants were previously employed in financial institutions and they spoke retrospectively in the interviews. The two participants worked in financial institutions two years and three years ago respectively. Both participants have worked in financial institutions for more than three years. One of these two participants was employed as CSI practitioner in different sector during the study. The other participant worked in a construction company. This serves as a limitation because some of their responses may have been influenced by their current settings. The participants received participant information sheets with all the information pertaining to the study. The researcher obtained informed consent from the participants before proceeding with the study.

3.7 RESEARCH INSTRUMENT

A semi-structured interview schedule was used due to the qualitative nature of the research project. The use of a semi-structured interview schedule enabled the researcher to meet the aim and objectives of the research. According to O'Leary (2004), interview schedules help in constructing questions that are relevant and give guidance in respect of thematic areas that need to be explored during an interview. Semi-structured questions were used in the interview schedule as they are capable of producing in-depth and valuable information about their experiences (Punch, 2009). Therefore open-ended questions were included as they allowed the participants to provide detailed answers and rich data (Algozzine & Hancock, 2006). The rationale for inclusion of items in the interview schedule is provided in appendix E.

3.8 PILOT STUDY

Babbie (2001) emphasizes that even though a data collection instrument has been carefully designed, there is still a possibility that the questions may be unclear or ambiguous. For this reason, the researcher conducted a pilot study with two participants, two CSI practitioners who were not included in the final study. The participants felt that some questions were not clear. Therefore necessary amendments were made. The list of the questions that were amended may be found in appendix F.

3.9 DATA COLLECTION

Data were collected through in-depth one-on-one, face-to-face interviews and were tape recorded and written consent was obtained from participants to tape record the interview. One-on-one interviews enabled the researcher to have control over the interview process and permitted interviewees' greater latitude to express their thoughts as compared to being in a group interview. The use of interviews meant that the researcher was dependent on the interviewees to provide honest and open answers, as participants can filter or forget certain information (Algozzine & Hancock, 2006; O'Leary, 2005). The interviews were held at venues that the participants were comfortable with.

3.10 DATA ANALYSIS

The data was analysed using thematic content analysis. Thematic content analysis means that the textual material was organized and reduced into relevant and manageable data (Weber, 1990). The five-step approach to interpretive data analysis was adopted from Terre Blanche, Durrheim & Kelly (2006). In step one, namely *familiarization and immersion*, the researcher familiarized and immersed herself with the data, developed ideas about the phenomena being studied and, made notes. The second step involved *inducing themes* whereby the information was organized based on the principles that were identified in the material. The researcher identified contradictions, tensions and processes evident in the data. Step three involved *coding* the information whereby the researcher grouped certain information in order to compare responses from participants. Step four, *elaboration,* involved identifying sub-issues and themes that came up from coding and comparing the information. In step five, which was the final step, the information was subject to *interpretation and checking* (Durrheim & Terre Blanche, 2006).

In order to enhance the trustworthiness of a qualitative data analysis, the following concepts were considered: credibility, dependability, confirmability and transferability.

Credibility refers to the internal validity of the research which is based on the "accuracy, meaningfulness and credibility of the research project as a whole" (Leedy & Ormond, 2006, p. 97). This includes the extent to which the research design and the data obtained from the research study allow the researcher to make correct conclusions. Credibility was enhanced by explicating all the steps involved in the research design, procedure and analysis (Barbie & Mutton, 2011).

Dependability refers to how reliable the results of the study are and whether results would be replicated "with the same or similar respondent (subjects) in the same (similar) context" (Barbie & Mutton, 2011, p. 278). Since the study was qualitative in nature and was based on a small sample, it may not produce the same results if it is repeated. However the researcher

endeavoured to enhance dependability by posing the same questions to all participants and conducted all the interviews herself.

Confirmability is defined as "the degree to which the findings are the product of the focus of the inquiry and not the biases of the researcher" (Barbie & Mutton, 2011, p. 278). Confirmability also refers to objectivity, therefore in order to ensure objectivity; correspondence checking was done whereby the categorized themes were checked by another researcher for correspondence. Correspondence checking is recommended by Pretorius and de la Rey (2004).

Transferability refers to the external validity of the research, which implies "the extent to which the findings can be applied to other contexts or with other respondents" (Barbie & Mutton, 2011, p. 277). The small non-probability purposive sample that was used in this research implies that there may be a challenge in generalizing these findings to other situations. External validity can be strengthened in multiple case studies, which was not conducted in this research therefore external validity cannot be guaranteed (Mertens, 2005).

3.11 ETHICAL CONSIDERATIONS

Informed consent

Algozzine and Hancock (2006) explain that it is important to obtain informed consent from potential participants and it is an ethical requirement in research. The participants were informed of the purpose of the study and the research procedures in clear and user-friendly language and consent was requested from the participants. Prior to the interview the participants were given participant information sheets that contained all the information about the purpose of the study and the research procedures, therefore they were aware of what to expect. The researcher requested permission from the participants to tape record the interviews and all the participants agreed.

Confidentiality

Mertens (2005) emphasizes that it is important for researchers to safeguard the privacy and confidentiality of research participants. Confidentiality was maintained in the study as only the researcher is aware of the identity of the participants. Anonymity was ensured as the researcher has not mention the names of the participants in the final research report, the identity of the participants will be kept confidential. The raw data 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 and the participants were informed of this.

Voluntary participation

Participation was voluntary, as participants were not forced to participate in the study. The participants were given the option of withdrawing from the study at any time and were informed that there will be no negative consequences should they withdraw from the study and that under these circumstances data will be destroyed and not used for the study. Participants were alerted to this principle in order to ensure that they only take part if the research matched their interest and values and not because they felt that they are compelled to participate (Wassenaar, 1999).

Non –maleficence

Non-maleficence entails ensuring that no harm occurs to the participants as a result of their participation in the study. According to Babbie (2001), social researchers should guard against harming people and respect their right to privacy. The researcher ensured that no harm occurred to participants, each interview was labelled using a code and the identifying details of the participants were not included in the final research report, in order to respect their privacy. The data that were collected are stored in a locked cupboard and will only be available to the researcher.

3.12 LIMITATIONS OF THE STUDY

- The non-probability, purposive study of CSI practitioners at financial institutions in Johannesburg precludes transferability or generalization of the findings to the other CSI practitioners. However the finding may be applicable in similar contexts.
- Another disadvantage of interviews is that the interviewer might have influenced the response of an interviewee verbally (by the words that were used) and non-verbally by gesture, nods and so forth, thereby introducing bias (Mertens, 2005). The researcher was aware of any possible influence and tried not to influence the interviewees.
- Two of the participants were previously employed in financial institutions. Therefore some of their responses may have been influenced by their experience in the current setting.
- The participants have an obligation to protect the reputation and brand image of their respective corporate institutions as CSI practitioners. The participants may have felt a need to do so while participating in the study by sifting information and providing socially desirable answers, even though the researcher informed the participants that their identifying details will not be written in the research report and that anonymity will be ensured.

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3.13 CONCLUSION

This chapter provided a detailed explication of the methodology that was used in this research study. It provided a description of the type of research method that was used and the tool that was used to gather information. This chapter also presented the method in which participants were obtained and the criteria that were used to obtain the sample. It discussed the method of data analysis that was used to realize the goals of the study. The limitations and ethical considerations were also indicated. The following chapter describes the findings that emerged from the use of this methodology.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1. INTRODUCTION

This chapter presents and discusses the findings in accordance with the aims, which were to explore the experiences of CSI practitioners in financial institutions, regarding their corporate-NPO partnerships. This chapter first presents the demographic information of the sample group that participated in the study. It will then proceed to outline the results and findings obtained as they relate to the five objectives that guided the project and research questions of the study. The qualitative data are analyzed in terms of the themes that emerged from the responses and are illustrated with charts and verbatim quotations from the participants.

4.2 DEMOGRAPHIC INFORMATION

In total, 13 participants were interviewed using a semi-structured interview schedule**.** Participants' demographic information is presented in Table 1 and Table 2. The aim of the interviews was to obtain more detailed information on the experiences of CSI practitioners regarding their partnerships with NPOs, as well as explore practitioners' recommendations on how to improve these partnerships. Table 1 delineates the two divisions that were represented by the 13 participants. The participants were employed in either investment banks or retail banks. The names of the represented financial institutions cannot be mentioned as confidentiality needs to be maintained. Table 2 shows that the majority, nine of the participants were males. Only four participants were female. This presents a different picture from the social services profession, which is female dominated. Seven participants held management positions within their respective CSI departments. Most participants, ten, had more than four years of experience in CSI practice.

Table 1: Profile of represented financial institution divisions and their representatives (N=13)

Type of institution	No. of representatives
Retail Bank	9
Investment Bank	4

Table 2: Demographic profile of interview participants (N=13)

Category	No. of participants		
Gender	**Male**	**Female**	**Total**
Age			
25 year or less	**0**	**1**	**1**
25-30	**0**	**1**	**1**
30-35	**5**	**3**	**8**
36-40	**3**	**1**	**4**
41-45	**1**	**0**	**1**
Race			
Black	**7**	**3**	**10**
White	**1**	**1**	**2**
Indian	**0**	**1**	**1**
Occupation			
Head of corporate social investment	**1**	**1**	**2**
CSI practitioner manager	**4**	**1**	**5**
CSI practitioner	**0**	**2**	**2**
CSI volunteer co-ordinator	**1**	**0**	**1**

Human resource official	**1**	**0**	**1**
Branch administrator (CSI volunteer)	**0**	**1**	**1**
Head of facilities (CSI volunteer)	**1**	**0**	**1**
Years of experience			
3-4	**2**	**1**	**3**
5-6	**1**	**2**	**3**
7-8	**0**	**2**	**2**
9-10	**1**		**1**
11 and above	**4**	**0**	**4**

4.3 SCOPE OF PARTNERSHIPS

Njenga and Smit (2007) explain that CSI practitioners are a variety of people with different positions who are in involved in driving CSI initiatives in corporate institutions. However in this study the participants will be classified according to whether they were employed to provide CSI services exclusively or not, in order to clarify discrepancies between CSI practitioners. There were two participants who were employees that participated in formalized CSI volunteer programmes only, therefore they will be referred to as CSI volunteers. According to Trialogue (2013), more corporates are formalizing their CSI volunteer programmes. The CSI volunteers participated in formalized CSI volunteer programmes. The participants who were CSI volunteers were employed at the financial institutions to provide other services and not CSI programmes specifically. The corporates allocated time for the CSI volunteers to participate in CSI programmes and acknowledged their participation in these programmes. The other 11 participants were employed to facilitate CSI programmes exclusively and will be referred to as CSI practitioners throughout in this report. The CSI practitioners facilitated long-term partnerships with NPOs and ten of them indicated that they were involved in volunteer programmes as well. Only one of the CSI practitioners coordinated volunteer programmes only.

Some of the CSI practitioners were involved in multiple CSI programmes, while others have a single focus on only one programme. The programmes that CSI practitioners were involved in are depicted in figure 1.

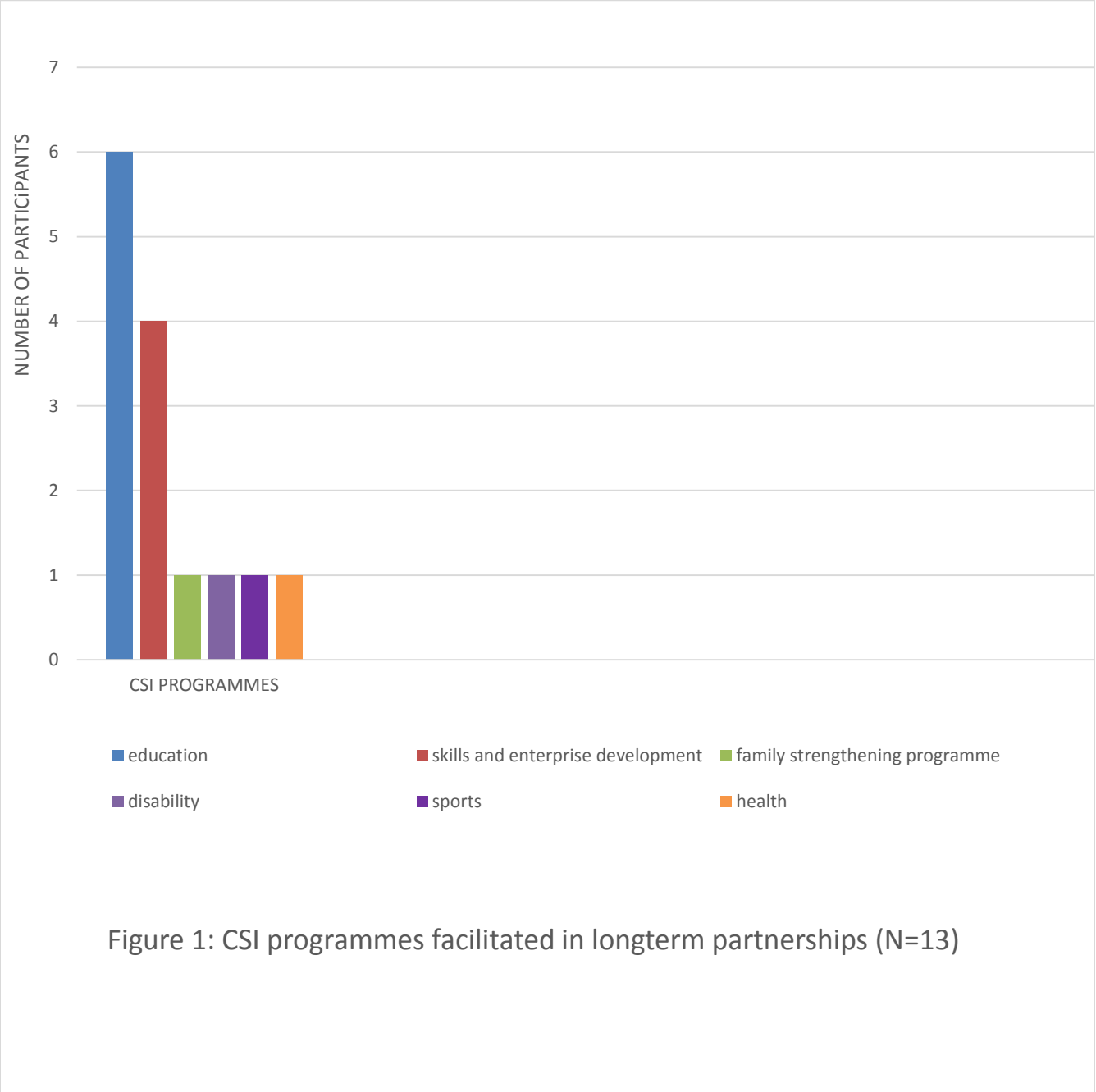


Figure 1: CSI programmes facilitated in longterm partnerships (N=13)

Six CSI practitioners were involved in educational programmes while four CSI practitioners facilitate skills and enterprise development programmes. The latter provided skills training and funding for small and medium enterprises. One CSI practitioner facilitated family strengthening programmes. Family strengthening programmes address issues of domestic violence and also equip disadvantaged families with home schooling skills. Other programmes that practitioners facilitated include disability, health and sports programmes. The health and disability programmes include facilitating health promotion campaigns, providing mobile clinic services and also creating employment opportunities for persons with disabilities. One participant explained that the sports programme that he worked on was not meant marketing purposes. The sports programmes were targeted at developing recreational facilities for the youth. The CSI volunteers partnered with NPOs on a short-term basis; therefore they were involved in various focus areas. Since volunteer programmes were influenced by voluntary participation of employees that could be withdrawn any time, partnerships with NPOs had a short-term duration (once-off or few months). There appears to be no significant difference in the CSI programmes of retail and investment banks.

There were formal and informal processes followed in determining the need for a particular CSI programme that CSI practitioners employed. The first formal process involves aligning the CSI programme with the National Development Plan (NDP), which is the priority of the South African state to alleviate poverty and combat socio-economic inequality. The priority focus areas include education, economic development and health care amongst other priorities (The Presidency National Development Commission, 2011). Most of the participants (n=7) reported that they gave priority to the national agenda. The second formal method involved conducting a needs analysis in the community. Two participants indicated that they applied this approach. The informal method was used in the CSI volunteer programmes, whereby CSI volunteers identified NPOs in their communities that needed support. Figure 1 shows that most CSI programmes were focused on education and economic development, which are part of the national agenda and priorities of the state.

4.4 DEFINING CSR AND CSI

The participants were asked what their understanding of the terms CSI and CSR were. Seven participants explained that CSR is the performance of corporates in their social, environmental and economic foot-print. They further stated that CSI falls under CSR and is the social foot-print, therefore it involves contributing to addressing social challenges only. Other participants (n=4) explained that CSR is the responsibility that corporates have to contribute to the society, and within that responsibility corporates are expected to "invest" in communities. Corporates are expected to develop communities and not apply a philanthropic approach. The investment in communities has benefits for the corporate in terms of reputation, branding and support from the community. Only three participants indicated that the CSR and CSI have the same meaning, as corporates are expected to give back to the community. All the participants were involved in programmes that were directed at community development and none of the participants were involved in environmental programmes. The financial sector does not pose a severe impact on the ecological environment, unlike other sectors such as the mining sector. It is therefore understandable that the participants were not involved in environmental programmes. Njenga and Smit (2007, p.4) define CSI as the manner in which "…companies care for the wellbeing of the social and ecological environment of the communities in which they operate". This definition is similar to that espoused by the European Union. However, most CSI practitioners indicated that these terms were different. Since the term CSR is used internationally and CSI is used in South Africa, the difference in the approach to CSI locally and internationally may be attributed to the terms being considered differently. In South Africa, the Broad Based Black Economic Empowerment Act of 2003 places an obligation for corporates to engage in "socio-economic development". CSI programmes in South Africa are mostly directed towards social challenges, with education, health and social and community development receiving 71 % of the CSI expenditure. Environmental programmes only receive 10% of the total CSI spend (Trialogue, 2013). Whereas internationally, great emphasis is placed on both the social and environmental aspects of CSR.

4.5 VALUES THAT DRIVE CSI PROGRAMMES

The participants were asked what values drive the CSI programmes that they are involved in. The CSI volunteers (n=2) explained that their religious convictions encouraged them to participate in the CSI programmes in their workplace. Most participants explained that CSI programs were driven by corporate values. Some of the participants (n=4) explained that their respective corporate institutions were identified as part of the community. When the corporate institutions contribute to the community, it is investing in its own future by extending assistance to the community. Other participants (n=4) reported that the value of accountability drove the CSI programmes. This means that corporate institutions are accountable to the broader community. Participants indicated that the principles of innovation, respect, integrity and collaboration are imbedded in accountability.

The Financial Sector Charter (FSC) requires financial institutions to be BEE compliant and to participate in community development programmes (Arya & Bassi, 2011). However, none of the participants indicated this as one of the drivers of CSI programmes. Instead some of the participants (n=4) explained the need to support the government's national development priorities was one of the drivers of CSI programmes. The researcher also did not probe on how the FSC and BEE requirements influence CSI programmes. The influence of these structures cannot be ignored as it is in the interest of corporates to adhere to these structures and their compliance requirements in order to operate. Participants (n=3) criticized corporations that are involved in CSI primarily for public relation purposes instead of facilitating CSI programmes for public benefit.

4.6. RESULTS AS THEY RELATED TO THE OBJECTIVE OF THE STUDY

4.6.1 Objective 1: To explore how partnership between financial institutions and NPOs in Johannesburg tend to emerge and the values that drive CSI programmes

The participants were asked how partnerships with NPOs emerged. Three participants indicated that they identified NPOs that were in need and then proposed to partner with them. These participants were involved in volunteer programmes. Ten participants indicated that partnerships with NPOs emerged when NPOs apply for funding by submitting a business proposal. The business proposals were used to determine whether the NPO programmes were aligned with the corporate institutions' focus areas. The business plan also provided the CSI practitioners with information on whether the NPO is a financially credible organization.

Ten participants said the partnerships were forged after they received funding applications. Participants mentioned that they received business plans, some of which were well written while others were not comprehensive. Three participants indicated that, sometimes the funds that were requested did not make 'business sense' as applicants requested for more funds than was required. The financials in a business plan are important because corporates have a pre-determined budget for CSI. Assessing the financials enabled practitioners to identify concerns that partners may experience due to financial management within the NPO.

Table 3 Criteria used to select partners (N=10)

Criteria used to select partners	Frequency
Legally registered NPO	5
Innovative response to social challenges	5
Programmes that are aligned with national agenda priorities	4
Alignment with corporate CSI focus area	4
Good governance	3

Table 3 shows the criteria that CSI practitioners used to select partners. The main factors that participants considered include the registration status of the NPO, alignment with CSI programmes and how innovative the NPO was. Some participants (n=5) explained that they did not disregard business plans that were not well written. They consider the impact, innovation and the financial stability of the NPO. The practitioners seemed to apply a strengths perspective when working with communities. The strengths perspective is based on the notion that community intervention should not only focus on the weaknesses that communities have. There needs to be a focus on the strengths of communities and these strengths should be used to help communities (Saleebey, 2006). As indicated in the literature review, some NPOs have limited skills capacity (Department of Social Development, 2010). Regardless of this, CSI practitioners seemed to acknowledge the skills challenge that existed within this sector and focused on the impact that the NPOs were making. This is important, as enabling communities to participate in developing their communities strengthens national efforts to bring about economic and social development (International Federation of Social Workers, International Association of Schools of Social Work & International Council on Social Welfare, 2012).

Contracts

The partnership with NPOs began formally once both partners signed a contract. Most participants (n=10) indicated that there were contracts between them and their NPO partners. The participants in the volunteer programmes (N=3) did not have a contract with NPOs as they did not provide financial resources and the partnerships were on a short term basis. The contracts stipulated the responsibilities of both partners. The main responsibility of the NPO partners in the contract was to ensure that they deliver the relevant services and were accountable for the funds that they received. NPOs also had regulations to adhere to about media statements regarding the partnership. Other responsibilities of the NPO partners were to report to the CSI practitioners and make administrative provisions to be monitored.

The contract further stipulated that CSI practitioners had the responsibility to monitor and evaluate services that were provided by the NPO. Monitoring the NPO involved ensuring that the

NPOs provided the community services as agreed upon in the contract. It also involved assessing the use of the funds that were provided by the corporate. The monitoring was conducted by visiting the NPO and assessing programme and financial reports that were submitted by the NPO. In the contract, the CSI practitioners were obliged to maintain the partnership relationship**,** by being open for correspondence and being approachable. CSI practitioners also had to secure the reputation of the corporate. The contract also stipulated the amount of money that the corporate institution would provide for the NPO and the duration of the partnership.

According to Wightman (1995) contracts are structured in a specific setting. The contracts between NPOs and corporate institutions exist in a context where NPOs do not have a guarantee of continued funding and corporate institutions are protective of their funds and reputation. The contracts seemed to place a greater responsibility on the NPO as they provided services. The contracts also protected the interest of corporate institutions. This is understandable as literature indicates that some NPOs do not have adequate financial management skills (Department of Social Development, 2012). Also, corporate institutions need to be protective of their reputation in order to maintain the success of the corporate. This particularly relevant to the financial sector as it is highly competitive (Arya & Bassi, 2011).

Common interest

One of the questions that the participants were asked is whether they thought that there is common interest between corporate institutions and NPOs. Most participants (N=8) felt that sometimes there was no common interest between the parties. One of the reasons that participants gave for this response, is that NPOs were more focused on securing funds when they should be more focused on achieving specific community goals. For example, two participants reported cases where NPO representatives used CSI funds for personal gains. Four participants mentioned that once they noticed that the NPO management was more focused on personal gain, they raised such concerns with the management. Other participants (n=3) indicated that they terminated the partnership when they noticed that the NPO representatives sought personal

financial gains from the partnership. The following quotes depict the responses of three different participants:

"I would say the individuals, running the NGO's…have conflicted interest. Because they also look at themselves in the process. The funders have different intention, to support a role. But the NGO or the managers. People who are managing the NGO also see that funding as something for them also to benefit from. So it's no longer directly channelled fully to the benefit of the …targeted children. There this portion where it also goes to these individuals which was unfortunate. Where they find an opportunity they grab it, that's it."

"So you come across individuals that would say a lot of stuff and you can see their interest. You can tell from the conversation what their intention. We come across NGO's that position themselves to say how we can position ourselves to get money. And it's disgusting."

"If interests are not the same, we are not going to go ahead with the partnership, that's, period. I mean I walk out of the meeting and I know. You know why? I'll tell you, after years of experience you know, you trust your guts in that case you walk away, cause I'm telling you, you go against your gut. You goanna have issues with this entity for years. I have seen it happen. I'm telling you, I've seen it happen."

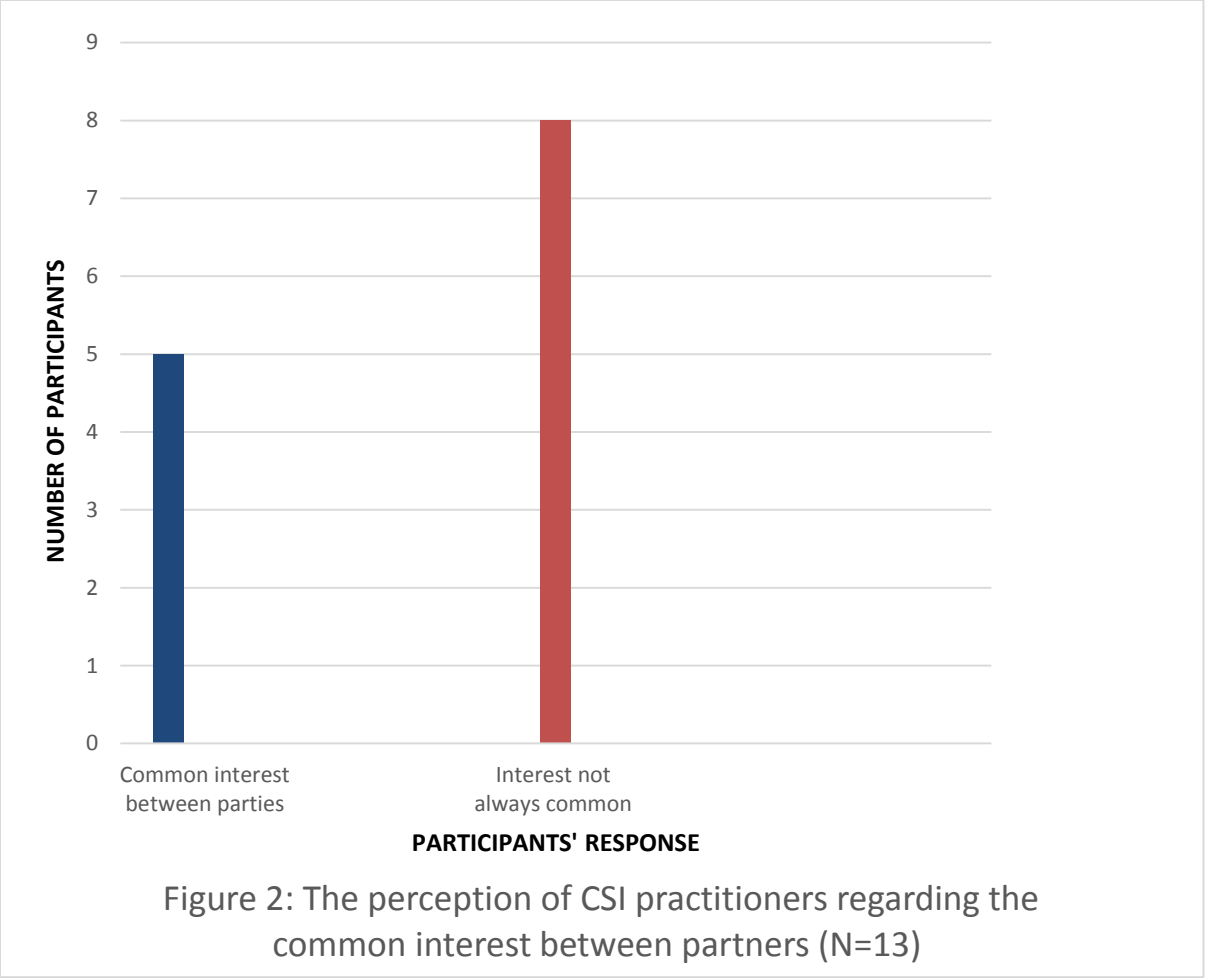


Figure 2: The perception of CSI practitioners regarding the common interest between partners (N=13)

Some participants felt that there was common interest between parties. Two of these participants explained that it was not that partners did not have common interest or that NPO representatives seek personal gain from the partnership. They further explained that NPOs sought to help communities, but experienced financial crises at times. One of the factors that contribute to the financial problems was that NPOs did not have enough funds for operational costs. Corporate institutions did not fund operational costs for NPOs and without operation funds it is difficult for the services to run smoothly. Therefore NPOs have had to find alternative ways to fund organizational operations. This often divided their focus from service provision to fundraising. Three participants indicated that corporate institutions tend to mistakenly assume that there is no common interest when NPOs did not report that they have financial challenges. The following quote highlights this view:

"As an NGO you need to come back to us. If you didn't deliver don't be ashamed to come back to the corporate and say, 'You know what? I didn't deliver as I had promised. Can I please be given more time?'…And I don't see us having challenges with that partnership, but if you are the NGO and going to hide…Trust is important in the partnership. If you start hiding the information that means you've broken the trust. I won't trust you anymore."

It is understandable that NPOs may have felt the need to refrain from giving information about the challenges they faced due to fear that the corporate-NPO partnership will be terminated. It would not be feasible for corporations to continue to fund NPOs that are running at a loss or are not financially stable. It is important for CSI practitioner to apply their skills and help develop trust between the partners in such a scenario. One of the ways in which trust can be enhanced between partners is by developing an understanding of the group dynamics as a CSI practitioner and enabling NPO partners to feel safe in the partnership to express the challenges they face. This will enhance cohesion amongst partners and open communication (Corey & Corey, 2006).

4.6.2 Objective 2: To ascertain the respective roles and skills of CSI practitioners in corporate-NPO partnerships

Developing relationships with NPOs

Eight participants indicated that their role was to develop and maintain relationships with NPO partners and other relevant stakeholders. The two participants who had worked as heads of CSI departments had strategic responsibility as they managed the CSI departments. These participants were also involved in the processes of establishing partnerships with NPOs. The participants both had more than seven years' experience in CSI practice. There was no difference in the responsibilities of participants who worked as CSI managers and CSI practitioners. Four participants indicated that they were the link between corporates and NPOs. According to Bormann (1996), selecting partners is one of the most important processes in partnerships. This is due to the fact that programmes are reliant on the skills of partners and need to reflect the diversity within the community. Therefore care needs to be taken when recruiting partners to

ensure the success of the partnership. This was the primary role for CSI practitioners and escalated to monitoring the established partnerships.

The participants (n=10) monitor the governance of the NPOs and their compliance to the partnership agreements. According to Matthews (2012, p. 71) "partnerships generally entail a formal arrangement with a defined set of rights and responsibility in which each party shares the risks and rewards". The CSI practitioners had the responsibilities to manage foreseeable risks by monitoring the work of NPOs and managing reputational risks. The roles of the participants are indicated in the quotes below:

"Maintaining relationships, number one. And secondly, I am the first point of contact between them and the business, so I'm that link. That links the business to the organization and NGO's to the business as well. So my job is to make sure that the relationships that we established with those organization are more of a long-term and a fruitful relationships as well."

"My main role is monitoring and evaluation…by that I mean you can't just work with any every, NGO you come across. When we approve funding for these NGOs from a compliance perspective and corporate government perspective. My role is to make sure that whatever amount that was approved for them is used, exactly as it was requested for. In the long run obviously we, don't believe in just handing over cheques and walking away, we just want to make sure that we are happy with the end result. And that is part of my role as well."

The fact that CSI practitioners funded and monitored NPO programmes places them in a position of power. All participants (n=13) explained that they regarded themselves as partners with NPOs and not as superior to NPOs. Therefore it appears that CSI practitioners have a dual responsibility towards NPOs as they monitored the work that NPOs did and at the same time held a participatory approach.

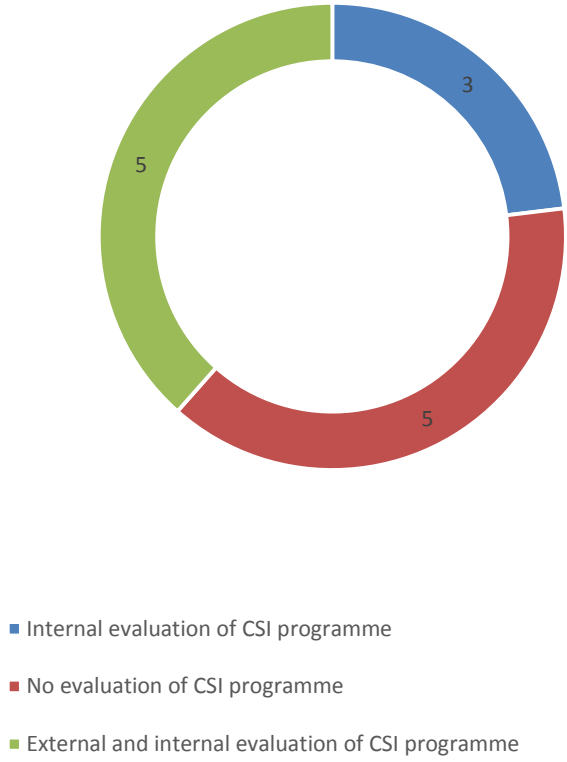


Figure 3: Evaluation of CSI programmes

The evaluation of CSI programmes is important in examining whether corporate institutions are progressing towards achieving impactful and sustainable development of communities. It is a significant part of CSI practice that strives to be distinguished from corporate philanthropic activities. There were two types of evaluations within the CSI practice, external evaluation and internal evaluation of the CSI programmes. Some participants (n=5) did not conduct formalized evaluation of the CSI programme. Three of these participants were involved in staff volunteer programmes. Some practitioners (n=3) indicated that they conducted internal evaluation of the programmes. These include an evaluation of the CSI programme and the organizational (NPO) capacity issues. The on-site visits that CSI practitioners conducted form part of the evaluation process. The programmes were also evaluated by assessing the six monthly and annual reports that NPOs submitted to the corporate institutions. Evaluating the programme enabled the CSI practitioners to determine whether to continue with the programme, expand or even terminate the contract. Three of the participants conducted both an internal and external evaluation of the CSI

programme. The participants explained that an external evaluation is when the CSI programmes are evaluated by an outside reviewer. The reviewer considers whether the objectives were achieved and how much was spent and other factors. The participants further explained that this helps corporations to develop an objective evaluation of the programme. It also helps practitioners to obtain alternative means of improving programmes.

The participants were not asked what criterion is used to evaluate CSI programmes. The African Banker Awards have noteworthy criteria for selecting the winner of the Socially Responsible Banker of the Year Award. This award is evaluated based on company CSI policies and programmes that have proven to be successful. It also considers the social and economic benefits that the programmes have contributed in the community and amongst employees. The sustainability of the projects is also examined and how the bank has influenced government policies and other corporate policies (African Banker Awards, 2014). The criterion that is used focuses on factors that some participants identified as important to consider when working with communities. In 2014, Nedbank won the African Bankers' Socially Responsible Bank of the year award for the third time. This entails that this company has made valuable impact in communities.

Skills

The participants were asked what skills they applied as CSI practitioners. All participants indicated various skills. These include empathy, respect, acceptance, non-judgmental attitude, controlled emotional involvement, communication skills, project management skills, understanding group dynamics, being able to form relationships various societal structures, negotiation skills, assertiveness and innovation, which form part of social work values and skills. Three participants indicated that it is good to have a social science degree as it equips one with the necessary skills to work as a CSI practitioner. However, other participants (n=2) indicated that even though they did not have a social science degree, their experience over time has enabled them to succeed in their work. These two participants have seven and fourteen years of

experience respectively. Only three participants indicated that they have a social science degree and two of them were qualified social workers.

Corporations in South Africa have been reported to deliver impactful CSI programmes (Arya & Bassi, 2011), even though some CSI practitioners do not have a social work degree. One of the factors that may contribute to this is that in most cases the NPOs provide community services. Corporates ensure that they support programmes that are aligned with national priorities, which contributes to attaining national development goals. This indicates that a social degree per se may not be necessary, the experience that CSI practitioner has may be very valuable.

Human development approach

Eleven participants indicated that the CSI programmes that they were involved in were based on a human development approach. The objectives of "human developments are to enlarge the range of people's choices and to make development more democratic and participatory. These choices should include access to income and employment opportunities, education, health, and a clean and safe physical environment" (UNDP cited in Nguemegne p.90, 2011). The participants explained that they have moved away from a philanthropic approach within communities to programmes that enabled citizens to be economically active. Hence the majority of participants focused on educational programmes, while other participants focused on skills and enterprise development. Education continues to be an essential tool of alleviating poverty, unemployment and addressing inequality (The Presidency National Development Commission, 2011). According to a study conducted by Trialogue (2013), the largest CSI spent in South Africa is on education, with 43% of the total CSI expenditure directed towards education. These CSI programmes contribute to improving the standard of living of citizens. Therefore corporations seek to partner with NPOs that are addressing national development needs relating poverty alleviation.

Roles within partnership processes

- Decisions making regarding CSI programmes

The participants were asked how decisions regarding the CSI programmes were made in the partnerships, in order to understand their experience of these processes within the partnership. Most of the participants (n=8) were not involved in planning for programmes that were provided for the community. Therefore the NPOs took the lead in making decisions as they were the experts in their field of work. In such cases, the contract or memorandum of agreement served to ensure that there was a common consensus between partners.

The participants (n=5) who were involved in planning programmes for communities explained that there was collective decision making in the partnerships as corporate institutions did not impose their ideas on the NPOs. Therefore CSI practitioners encouraged communication and negotiations between partners. The practitioners explained that that decision making was easier with NPOs that they have had a long partnership with, as they already have a relationship and understand each other. One of the challenges that were experienced in decisions making is that NPOs would have budgets that exceeded the available budget. There was, therefore a need to manage the expectations of NPO partners to accept that a portion of the overall goal could be achieved based on the available funds. One participant explained that the challenge he sometimes experienced in new partnerships is that NPOs would not protect the NPO interest. They allowed the corporate representatives to take the lead in decision making. The participants acknowledged that there was a lack of open communication in the partnership, at times. He explained that this was a concern because partners have to take mutual decisions.

Kaner (2014) illustrates that at the beginning of group discussions, members tend to discuss different, but familiar ideas. The group may be discussing many problems which do not have simple solutions. Members then move into a "groan zone", which involves moving away from familiar opinions and entering into a natural state of confusion. In this process, group members attempt to integrate new and alternative ways of thinking together with their ideas. He further explained that it is important to acknowledge the existence of the "groan zone" in order to

facilitate a participatory decision making process. It may be useful for CSI practitioners to be aware of this, in order to encourage participatory decision making.

- Planning and implementing CSI programmes

Eight participants indicated that they did not take part in the planning and implementation process for the programmes that were provided to the community, as the NPOs were the experts who plan and implement the programmes that were provided in the communities. This is surprising because when participants were asked what their main roles were, eight participants indicated that their role was to develop and maintain relationships with NPO partners and other relevant stakeholders. The eight participants also indicated that they did not do charity, but partnered with the NPO in order to ensure that the set partnership goals were achieved. On the contrary, the majority of the CSI practitioners were not part of the planning and implementation process. The following quotes from one participant indicated the contradiction in the way that "partnerships" unfold. The first quote is the participant's response regarding what her role is:

"Managing the relationship and then once we have awarded the grant to whoever… we don't really have an approach of 'we give you money do what we say'. We are really, very, participatory, like in involved relationship with them, so we don't kind of tell then what to do. We work very much with them. And we, listen to them…We provide capacity building where we need to. So it's not just we hand you money. It's not charity,, we don't write the cheque ….and life goes on. It's definitely not like that."

The second quotes show the participant's response when she was asked what her experience of planning and implementing CSI the programmes:

"The organizations come to us with the programme and they have been doing for years, probably. So they kind of take the lead in terms of the actual programme. But, we do get involved if we need to…but we kind of really just let them do what they are experts at. Because we are not experts at these programmes that they run. So they take the lead in that. But we definitely do have room to adjust things or request for something specific."

When CSI practitioner's 'partner' with NPOs, the partnership seem to imply that CSI practitioners must ensure that the corporate funds are used as agreed in the contract between the parties. The partnerships are therefore monetary based as CSI practitioners are not part of the planning and implementation processes. This implies that opportunities for skills transfer may be missed in corporate-NPO partnerships. The approach to partnerships that was used is based on the social planning model of community intervention. This model requires community services to be delivered based on the skills of particular experts, and not all stakeholders form part of the process (Weyers, 2001). In this case NPOs were expected to be skilled and deliver community programmes, with little involvement of the corporate-partner. Considering that there was limited skills capacity in some NPOs, there may actually be a need for greater participation from corporate institutions. Occupational social workers are ideally suited to facilitate corporate-NPO partnerships as they are trained to address the needs of organizations and the community. Occupational social workers are also trained to apply an eclectic approach in partnerships whereby social planning model may be applied in conjunction with community development model, as it advocates for mutual partnerships between stakeholders, thereby balancing the needs of all stakeholders.

Only five participants were involved in the planning and implementation processes. Therefore these participants played a role of being active partners in implementing CSI programmes that are provided to the community. Some of the participants (n=2) explained that planning took a lot of time, because it involved consultations with the stake holders. Only two participants found the planning process easy, as they had been in the field for longer periods and they maintained constant communication with the NPO partners. One participant indicated that sometimes NPOs refrained from expressing their viewpoints. The NPOs let the corporate to direct the planning process which often led to disjuncture in understanding. Lennie and Tacchi (2013) illustrate that in order to facilitate a participatory approach it is important accept diversity and share power. They further explain that inviting community members to participate in decision making regarding community programme is not enough. There is a need to understand that there is a connection between participation, power, and decision making. Corporate institutions are in a greater position of power since they provide funds. Some NPOs may be intimidated by the corporate and allow the corporate-partner to lead decision making, since the NPOs need the

funding. Lennie and Tacchi (2013) suggest that there needs to be a supportive process beyond invitation that should be facilitated by those in greater power to enable participation.

The participants had various experience of implementing programmes. Some participants (n=3) explained that implementation was not difficult when the plan had been well developed. The implementation of programmes was more successful when the CSI practitioners were part of the planning and implementation process, and hence they were able to monitor the progress of the programme. However, other participants (n=2) reported that sometimes they experienced challenges. They explained that at times partners did not deliver on what was agreed upon as community engagement involved unpredictable human dynamics. For example, issues such as organizational conflict contributed to low performance of a school, and not mainly due to the lack of resources. Therefore, participants felt that it was important to understand governance issues within an organization, before engaging with the organization.

Fagerlind and Saha (1983) give an illustration that development is a process, which is linked to economic, social and political dimensions. When change is introduced to any system in society, the change also influences in the economic, social and political landscapes. The reverse also occurs as the structure in society also changes that system in return. For example changes in the education system have social, economic and political implications. Therefore the interaction between these systems influences the rate at which change occurs. Therefore improving the education system will require continued CSI intervention. Achieving the national development priorities is a continuous process and involves multiple challenges as the participants have alluded.

The three participants who had a social work degree and a social science degree respectively, showed a greater ability to facilitate a participatory approach in the corporate-NPO partnerships. The participants who indicated that they either have social work and a social science degrees, indicated that they had constant contact with the NPO partners. They also expressed greater understanding of human dynamics within the partnership. For example, one participant attributed the tendency of some NPOs to refrain from decision making as a normal process in the initial phase of group work. Social work theory holds that at the beginning of a group partnership

members are still deciding who they can trust, what they can disclose and how much to get involved (Corey & Corey, 2006). Another participant with a social science degree indicated that it was very important for CSI practitioners to be part of the planning and implementation process and not have a donor-recipient relationship. He explained that the partners were able to work together through the challenges that the NPO was facing when both partners were involved in these processes. He also indicated that because of limited capacity within some NPOs, sometimes he had to "hand-hold" the NPO in order to ensure that the partnership goals were achieved. The participant explained that this does not mean he disregards the skills of the NPO, as the NPOs were still respected as mutual partners. This participant expressed the importance of being part of the process below:

"Let's come to the common ground where we agree, let's work on what we agreed on because it's a partnership. If it's not a partnership, I'll be a donor, donating money and going away to you as an NGO and make sure the NGO gives me a report, you don't want something like that, you don't come and wait for a report, you also go and visit the project the NGO is doing on your behalf you also be part of it. You attend those workshops as a partner."

The participants who have social science degrees placed a greater emphasis on the importance of being part of the processes that take place during the partnerships. The interview schedule did not include questions of the qualifications of the participants. The researcher also did not probe further on the differences between participants who had social science degrees and those who did not during the interviews. Therefore data relating to the qualifications of participants could not be explored and analysed further. Occupational social workers are expected to participate in such community work processes and to apply their occupational social work skills in order to empower communities who benefit from CSI programmes. Occupational social work practice is influenced by the White Paper for Social Welfare (1997), therefore occupational social workers are expected to apply a social developmental approach in CSI practice. One of the principles of the social development approach is active participation. Active participation entails that community members should be afforded an opportunity to play an active role promoting their own development (White Paper for Social Welfare, 1997). The application of occupational social work knowledge and skills is critical during these process in order to empower communities

(Carapinha, 2009; Weyers, 2001). Therefore the involvement of CSI practitioners in such processes is important, yet not all CSI practitioners were part of these processes.

4.6.3 Objective 3: To explore the challenges that CSI practitioners experience in their corporate-NPO partnerships

Challenges experienced in partnerships

Table 4 lays out the challenges that the participants experienced when working in partnerships with NPOs. Four participants reported that a lot of NPOs did not have good governance structures. This finding is not surprising as it is similar to the findings of the Department of Social Development (2010). Another challenge that four participants indicated is that NPO partners were more concerned with receiving funds from corporate institutions. Another challenge that was experienced by four participants is that NPOs attempted to increase their opportunities of receiving funds is by diversifying the services that they provided. However, this affected the quality of the services rendered. Two participants also identified insufficient partnerships between NPOs as one of the challenges. Some participants explained that partnerships between NPOs would enable greater impact in communities. One participant indicated that there are too many NPOs and some of them were started because the founders were unemployed. Therefore they sought to make a living from managing the NPO. South Africa has approximately 85 000 registered NPOs (Cagney & Ross, 2013), which results in competition for funding amongst NPOs. Inadequate partnerships between NPOs entails that some NPOs work in silos and this may limit the achievement of community and national development goals. Four participants indicated that NPOs have capacity challenges relating to the governance of the NPO, even though the founders may be passionate about their work, they still needed skills to manage the NPO. The following quote highlight some of the challenge that CSI practitioner experienced in their partnerships:

"*NGO's when they see corporate, they are thinking money they are not thinking relationship. Creating opportunities, long term, they think immediate.*"

"You find that the NGOs they can do the training, they can do food gardening, they are all over, they are not focused."

"A very small percentage of our NPOS have good governance and good capacity"

"*But the fact remains, that passion on its own doesn't run a successful NGO, you need those skills sets that I even described myself at the beginning. Around project management, financial management, all those are necessary"*

"NGO's should stop competing, amongst themselves. So if both NGO's and private company can sit down and work together, annually out of R5.5 billion (CSI budget) something tangible can be easily produced."

Funding challenges

Table 4: Participants experience of funding challenges within corporate-NPO partnerships (N=13)

Financial challenges	**Number of participants**	**Illustrative quotes**
Volunteer programmes do not experience financial challenges	(N=1)	• *They do not get funded. Once there is enough money for certain things, we go through the list. We call them that we have managed to raise this much and this is what we can buy now. Would you prefer this, this or that and they will tell us which one.*

NPOs do not have adequate financial skills	(N=2)	• *So you give a budget, and they can't explain variances, whether up or down. That's a simple thing. You've got to understand "I've got, given million... I get 6, 9 items. On these 6, 9 I made a savings or you know you spent much more. I overspent." And this is how you explain variances, that one of the biggest challenges about funding of NGO's. They don't have proper management process or structure, you know, around their business project management plan. For example how are you goanna manage each of the milestone.*
NPOs do not report adequately	(N=5)	• *But I must say that sometimes it's about reporting. Sometimes it's about…the management of the organization. If you've got a partnership with one particular project within an organization. And we've… had times, where we stopped funding a partnership, because the person that took over the management role, didn't really cope well. And we weren't receiving reports, they were missing all the deadlines, and we could never get a hold of them. And, until such times they've addressed this, we can't keep funding that. 'Cause we have to be accountable for where our funding goes.*
Lack of a strong governance structure	(N=1)	• *I think another is around corporate governance. You know having solid and sound board. And committees, which is risk management committees, finance committee, whatever else.*
Limited CSI budget	(N=2)	• *But from our side…the challenge is the budget. We always have a limited budget. And you find that we want to fund as many organizations, deserving …organization… As much as possible. But we can't because of limited funding that we have.*

NPOs use funding for what it is not meant for	(N=2)	• *When the organization is not doing well financially and then we give them this money and they decide to pay other things that were not meant for*
NPO not being able to be audited	(N=2)	• *Sometimes the organizations that we work with are not able to pay auditors. So they will get an accountant for instance to come in and do their books. That is, firstly doesn't give a professional look and feel to the organization. Sometimes …it kind of excluded them. The one organization that we funded last year. I was not able to fund again this year because their books showed that they were running at a loss.*

Also as part of the objective was to explore the challenges that the participants experienced in the partnership, the participants were asked what where the challenges that they encountered relating to the funding of NPO programmes. Table 4 shows some of the responses of the participants. The participants who participated in CSI volunteer programmes did not experience challenges relating to funding, since they did not provide funding. However, one CSI volunteer indicated that some corporate institutions did not monitor the donated funds to the NPO he supported and the funds were mismanaged. Table 5 points out the challenges that CSI practitioners experienced when funding NPOs. Five participants who were involved in long-term partnerships explained that NPOs did not have adequate financial skills. These include budgeting skills and compiling various financial reports for audit purposes. The main concern was that sometimes NPOs did not report adequately and this has led to the termination of partnerships in some cases. Only two participants reported cases where an NPO used CSI funds for what was not agreed upon. Even though there are few instances of misuse of funds, most participants expressed dissatisfaction with the financial management of emerging NPOs in particular. Ahmed (2013) explains that emerging NPOs are likely to be placed at a disadvantage in terms of being regarded as accountable, since they may not have adequate financial management systems in place. Emerging NPOs may have one person who is responsible for financial management along

with other duties. This is likely to place established NPOs at a greater advantage of being considered for partnerships compared to emerging NPOs.

4.6.4 Objective 4: To explore the successes that CSI practitioners experience in their corporate-NPO partnerships

Successes of corporate- NPO partnerships

Figure 4 illustrates the successes that CSI practitioners experienced in their partnership with NPOs. Five participants explained that the successes of partnering with NPOs were that the organizations understood the challenges in the community and recruited beneficiaries. This made it easier for corporates to support the community as the ground work had been done. Four participants reported that success that was experienced when working with skilled and well established NPOs. Other participants, n=4, explained that long-term NPO-corporate relationships enable long term intervention in communities and greater impact in the community. The views of the participants are indicated in quotes below:

"The NGO's understand the community more than you because they are the people who are already in the community. Now partnering with them helps you to level the ground for you when you go to the community, they have already introduced you to those communities. Like I said you need someone who understands the challenges and the structures. Now the partnership they make your life easy as a corporate in the communities."

"I have realized that established NGO's are easy to work with. They know what to do and how to do it, mostly important they, they are good when it comes to reporting."

Participants also indicated that it was easier to work with NPOs that they have had a long-term relationship with. When corporate-NPO partnership had existed for longer, the partners were able to achieve more as they have developed mutual understanding. Mondros (2001) explains that community work is essentially group work as it is partly a task group and mutual aid. Even

though task groups such as corporate-NPO partnerships are more concerned with achieving targeted goals, processes in such a group are also important. For example, task group may need work through developing trust and open communication before group and community goals can be achieved (Corey & Corey, 2006).

Successes of funding CSI programmes

Table 5: Participants' experience of funding successes within corporate-NPO partnerships (N=11)

Funding successes	**Number of participants**	**Illustrative Quote**
Achieving the expected results	(N=4)	• *If it was to train unemployed women or youth we can see now, we can see them that being employed or they have skills. For us that's where we see the success. That, wow! It's wonderful to see that these guys requested this and we can actually see the results. It's when we match the request as well as the benefits or results* • *I think the key successes are when you achieve what you have set out to achieve* • *But for me it's about ensuring that the beneficiaries on the ground are actually being empowered on a personal level. Which will ensure that they become contributing financially to the county. In order to become economically active themselves.*

		Empowering themselves and in that way empowering their families."
Beneficiaries of skills development programmes are skilled and employed	(N=6)	• *Through the cluster development process those individuals they combine their produce and now they can supply to (a branded consumer packaged goods company). And now of course they are sustainable, they can run on their own, next year it's my last year I'm with them in their project. I must start looking for farmers because now I can see their books look good.* • *I think key successes would be, seeing the end result. At the end of each project. You see a disabled person gaining independence. You see a disabled person, getting their first wheelchair after so many years. Being able to be mobile, to go in and out of the building and what they feel like. So those I can say are the successes. As much as they may seem, or they may be taken for granted. But… it's a big milestone in a person's life…And to also be, part of the mainstream, because now they can maybe, even commute a train or taxi. You know and get employment, so I think it is seeing the end result. That is key*

Tri-partite partnership between corporate institutions, NPO and Government	(N=1)	• *How NGO's, the private sector and government can partner in pursuit of common good. Listen its sounds far fetch but it is possible. We have seen pockets of it, but you pull, you pull your hair first before you get there, and we got that.*

Table 5 shows the funding successes that the participants experienced in their partnerships with NPOs. Some of the outcomes of the CSI programmes are easily measured by definite criteria, for example, the pass rate of schools that are supported in educational programmes, the number of people who have received skills development training and the number of enterprises that have been established through CSI programmes. Six participants explained that the successes of funding CSI programmes were evident when community members were skilled and employed. However participants did not provide a measured outcome of the successes in the skills development programmes. One participant expressed satisfaction in that he was ready to terminate a partnership with a particular NPO as the partners were able to help an enterprise to reach a state where it was self-sustainable and had reached its targeted turnover. According to Trialogue (2013), entrepreneur and small business development consists of 5% of the CSI spend. It is an area that plays an important part in addressing youth unemployment, even though there is a high failure of small business.

One participant indicated that one of the successes experienced was when tri-partite partnerships between NPOs, government and corporate institutions were successful. This participant was involved in educational programmes that are based on teacher and learner development within schools in partnership with the state and NPOs. The view of this participant is reiterated by O'Riordan (2014) who indicates that the successful use of CSI funds is in programmes that involve partnering with government in order to help government achieve its development goals. Such partnerships enable the identification of gaps within government policies and institutions

and helping government to provide quality services. He explains that when corporates work in silos, developmental goal will be minimally achieved.

All six participants who were involved in educational programmes did not provide a measured success of the programmes, even though education constitutes the largest share of the CSI spend in South Africa. Four participants who were involved in education, disability and family strengthening programmes respectively did not seem enthusiastic about the successes that were achieved. Instead, two other participants indicated that the CSI interventions seem insignificant at times, as the needs of community are greater than what the CSI programmes can address. The successes of funding CSI programmes were not found to be as prominent as they are expected to be. However, this is understandable as development is a process and immediate outcomes may not appear significant (Midgely 1995; Ife, 2002). One participant indicated there is still more to be achieved in the following statement:

"*Given where we come from as a country. It is still too early to really walk away…because, we have huge challenges. You know the level of poverty…we still have a long way to go in South Africa*."

Non-financial resources

Providing NPOs with material resources enables NPOs to use their finances for other important needs. Six participants reported that they provided material resources to their NPO partners. These included man power, bakeries, a vegetable garden, furniture and infrastructure development. However, participants indicated they sometimes experience challenges relating to providing non-material resources. One participant reported that they no longer provide material resources due to the reputational risks involved in such programmes. For example, when schools are provided with finances to build a school, unqualified contractors may be used which results in the corporate institutions being blamed for buildings that are not well built.

Another challenge that was emphasized by one participant is that NPOs have been overwhelmed with material resources, whereas they have other needs which are mostly related to skills

capacity. Seven participants explained that they provide capacity building training for NPO leadership. These include coaching programmes and linking the NPO partners with the relevant business and professional networks. Some participants (n=3) expressed a concern that at times NPOs did not appreciate such resources and were more concerned about receiving financial resources. Even though some NPOs may not appreciate training opportunities, skills training are an invaluable resource considering the skills gap in some of the NPOs. According to Arefi (2011), communities have various assets that can benefit them and there is need to make use of those assets and not only focus on the needs of communities. NPO skills training programmes is one of the assets that emerging NPOs can use to improve their governance skills. Such programmes may also lead to improved relationships with corporate partners.

Sustainability of CSI programmes

The CSI programmes that the participants were involved in were designed in such a way that the impact of the intervention can be sustained. Most of the participants (8) reported that they were involved in long-term partnerships (3-5 years) to ensure sustainable impact in the community. Some participants (2) indicated that the level of poverty and challenges within the education system in South Africa entails that CSI programmes need to exist for longer. This finding is similar with the findings from a study conducted by Trialogue (2013) where 87% of their CSI participants were involved in long term CSI programmes. According to Trialogue (2013) long-term partnerships provide stability and predictability for the NPO partners. It is also easier to measure the impact of the funding that was provided.

The educational and skills development programmes that were facilitated by the participants in this study are meant to equip community members with skills that will enable them to be economically active and independent. The NPOs and the community members were also provided with skills to ensure sustainability of the development programme beyond the termination of the contract. This is important in order to minimize dependency on the corporate institutions and so that the corporate institutions can assist other communities.

Overall experience

Almost all the participants (n=11) indicated that their overall experience of the partnership was a positive one. Only one participant explained that his overall experience of the partnership was unpleasant and he had partnered with one NPO for four years. The mismanagement of funds by the NPO-partner led to the termination of the partnership. Although most participants reported having a meaningful experience within their partnerships, two other participants said that NPOs were different and the experience of the partnerships was also different. They explained that it was easier to work with established NPOs, who have sound governance structures. The participants further explained that some NPOs were founded by passionate individuals who do not have the capacity to manage an NPO and it was difficult to work with them. Other participants (n=2) emphasized the need to constantly monitor NPOs, even when they seemed trustworthy. They explained that at times, NPO leaders do not have a common goal, as some members seek personal financial gain from the partnership. The experience of two participants is indicated below:

"*Organizations are not the same … you can't fund and walk away because you will be very surprised people won't be around. Before you know it the money will be finished, the project won't be implemented. It is very important from my experience that that you keep a very close look on organizations, because … people have their own challenges personally in their personal lives some times*."

"*The continuum for me of the experience of corporate social investment in general. It ranges from, heart breaking, to, absolutely, rewarding. And the best that we have to offer. And everything fits on that continuum. So in our best, of best ways, our best, best, partnerships. We offer, an amazing example, on how society can thrive, and overcome big challenges and succeed, together. In our worst cases, we can disappoint each other's and ourselves so badly, and fail. And fail those that we think we serve the most*."

The responses below indicate that in as much as corporate-NPO partners have experienced success in their attempt to alleviate poverty and reducing unemployment and inequalities, the partners sometimes fail the communities that the serve.

4.6.5 Objective 5: To elicit recommendations to improve partnerships

Recommendations to improve partnerships

The participants recommended that in order to improve partnerships with NPOs, corporates need to make efforts to develop NPOs and maintain unbroken communication with the NPOs. The main recommendation that was made by six participant and which was not surprising, is the need for corporate institutions to help capacitate the NPO leadership, which most participants (n=7) offer already. Two participants indicated that that corporates need to inform NPOs about the programmes that they support so that NPOs will only approach corporate institutions that support their programmes and minimize frustration of being rejected. Another recommendation that was made by two participants is that partners need to communicate and power differences between partners need to be balanced. The participants emphasized their views in the following quotes:

"What I would recommend is an, open and honest debate, playing with open cards, I think what I would recommend is addressing the power imbalances."

"The partnership is about social cohesion. The partnership is about improving the lives of our communities. And its long term, it's like a relationship. It's not about signing a cheque and say I can give you five hundred thousand. Its long-term, it's about understanding the fact that we are one in this community, whether I am corporate or NGO we are one. We breathe the same air and breathing the same air meaning we are all equal. And we need to meet… so that we can actually create this unity you know."

Although all the participants indicated that they had equal relationships with their NPO partners, the quotes above imply that power differences exist within corporate-NPO partnerships. The researcher is of the view that the fact that CSI practitioners "monitor" NPOs and are not part of the planning and implementation process, creates power imbalances. The CSI practitioners assess the performance of the NPOs and NPOs need to be evaluated positively in order to retain the funding that they receive. CSI practitioners need to have partnerships that involve being part of planning and implementing the CSI community programmes. This will enable partners to create a better platform for communication and balancing power differences. Constant communication will contribute to the success of the programme as CSI practitioners will be aware of the challenges that are experienced in the programme. However, one participant indicated that it is difficult to maintain constant communication with all the 60 NPO-partners in various provinces.

Since there is limited skills capacity in some NPOs, the researcher is of the view that it may be useful for corporate institutions to also incorporate the community development model within CSI programmes. This model is based on the idea that community development can be achieved by enhancing the knowledge, insight and skills of community members through active participation of all stakeholders in the processes of community development. This method advocates for reciprocal learning between community representatives and the practitioner (Weyers, 2001).

4.7 CONCLUSION

Partnerships between corporate institutions and NPOs are important as they enable both partners to apply their skills for the benefit of the community. According to Ife (2002) community development requires partnerships between stakeholders, which will be facilitated through the application of local knowledge, resource and skills. This chapter aimed explore the experiences of CSI practitioners regarding their CSI partnerships with NPOs. This chapter presented the findings of the research study through the use of graphs and also attempted to give the reader

insight into the experiences of the participants by including some of the direct responses participants gave during the study. Furthermore this chapter has attempted to deduce main themes that influenced the finding and discussed these themes by linking them to literature on partnerships and community development.

CHAPTER FIVE

MAIN FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapters provided an overview of the research study. They have discussed literature on corporate social investment, the role of corporate institutions in addressing socio-economic challenges and factors relating to corporate-NPO partnerships. The previous chapters also looked at the methodology that was followed and analyzed the data that was collected, as well as the limitations of the study. This chapter will summarize the research report by discussing the main findings of the overall research study. In addition to the primary aim of the study, there were five secondary objectives that the study set out to explore. A summary will be provided with reference to each of these secondary objectives and will be informed by information gathered from the qualitative study. It will also discuss the conclusions that were reached as a result of the findings of the study which were discussed in chapter four. Lastly, this chapter will discuss recommendations for corporate institutions, NPOs, occupational social work practice and any future research on a similar topic, based on the findings of the study.

5.2 SUMMARY OF MAIN FINDINGS OF STUDY

The overall aim of this research study was to explore corporate social investment practitioners' experiences of challenges and successes regarding the corporate social investment partnerships with NPOs. The secondary aims were to determine how corporate-NPO partnerships emerge and the role CSI practitioners play within corporate-NPO partnership. The secondary aims were also to explore the challenges and successes that the practitioners experienced within the corporate-NPO partnerships. Furthermore, the research study intended to elicit recommendations for improving partnerships.

The main findings that emerged from this study were as follows: CSI practitioners applied a strengths perspective when working with NPOs. This is evident in that CSI practitioners acknowledged that some NPOs have limited skills capacity. However they did not disregard such NPOs. Instead the selection criteria that the participants utilized for partnering with NPOs focused primarily on the impact, innovation, good governance and alignment of the NPO with the National Development Plan (NDP) and the CSI focus areas. This criterion assisted practitioners to select partners that contribute in achieving the NDP and partners that would not place the corporate at a reputational risk.

Another objective of this research study was to explore the respective roles of CSI practitioners in the partnerships. It was found that CSI practitioners had a dual role in communities as they played an authoritative role when monitoring NPOs, and simultaneously used a participatory approach in partnership with NPOs. Most CSI practitioner had long-term partnerships with NPOs and had the responsibility to fund, monitor and evaluate the services that the NPOs provide. They also had a responsibility to protect the reputation of the represented corporate institution. This places the practitioners in a position of power; therefore it's important for CSI practitioners to work as mutual partners with NPOs.

The study also found that most NPO-corporate partnerships were monetary-based as the CSI practitioners were not involved in planning and implementing the programmes that were provided in communities. All the practitioners who were involved in the planning and implementation processes applied a participatory approach in decision making for CSI programmes. However some NPOs did not protect their interest and allowed the CSI practitioners to lead these processes. This happened particularly in new partnerships with NPOs. The participants who had social work and social science degrees showed a greater understanding of human dynamics in such cases. They were able to link group processes within their NPO-

partnerships with social work theory. The participants who indicated that they had developed experience over time and did not have social work degrees, were also able complete their duties even though they did not have social degrees. The researcher did not ask the participants what qualifications they had. Such information came forth during the interviews. The researcher did not probe further on the difference between participants with and without social work degrees during the interviews. This serves as a limitation of the study.

The challenges that the participants identified within the corporate-NPO partnerships were aligned with the research findings of the Department of Social Development (2010). The study found that many CSI practitioners (n=6) experienced challenges with NPOs that did not have skilled and well-functioning governance structures. This was common among emerging NPO, whereas well established NPOs were found to be well managed and more accountable. Participants expressed the importance of constantly monitoring emerging NPOs and ensuring that they are accountable. Some participants found that some that NPOs were more concerned about receiving funding from corporate institutions, instead of the community programmes they were running. However, other participants explained that NPOs were not necessarily concerned about obtaining funding. NPOs did not have enough funds for operational costs and many corporate institutions do not fund operational costs. Therefore NPOs have a burden of soliciting funds for operational cost. CSI practitioners tend not to trust NPOs that do not report such financial challenges. This highlights need for transparency in order to facilitate effective relationships. The study also found that CSI practitioners experienced challenges within corporate- NPO partnerships due to inadequate financial management within NPOs. One can conclude that inadequate reporting and financial management makes NPO seem unaccountable. The more established NPOs are more likely to be viewed as more accountable as compared to emerging NPOs as they have proper management and reporting systems in place. As a result of these challenges, the main recommendations that were made by the participants was that corporates need to help capacitate NPOs and seven participant were already engaged in such training programmes.

The study found various successes that were experienced in the corporate-NPO partnerships. The key successes of the partnerships were that most participants engage in long-term partnerships with NPO (3-5 years). Long-term partnerships were found to produce greater impact within communities. Some participants worked better with NPOs that they have had a long term partnership with as they have developed mutual understanding. Long-term partnerships also enabled partners to provide more sustainable intervention within communities. Participants also experienced greater success when working with well-established NPOs. Success was experienced particularly within skills and enterprise development programmes as they helped increase the skills of community members and their employability. Skills development and job creation are important in alleviating poverty and enabling community members to be economically active. Corporate institutions enable the achievement of the National Development Plan through such initiatives. Providing community members with skills is sustainable as the skills will benefit the community once the corporate-NPO partnership has been terminated. However, there were limited measureable outcomes or successes of the CSI programmes. The main success that was identified is that beneficiaries of skills and enterprise development programmes were skilled and employed. Some CSI practitioners expressed a concern that the achievement made through CSI programmes still seemed insignificant as the level of poverty is high.

5.3 RECOMMENDATIONS

Recommendations for corporate institutions

Corporate social investment programmes should involve CSI practitioners more in the planning and implementation of programmes that are provided to community members. This will create opportunities for skills transfer between NPO and corporate representatives. It will also enable the CSI practitioners to have a greater understanding of the challenges that NPOs experience and identify areas where they may provide greater support. CSI practitioners also need to be conscious of the inherent power differences between partners even though a participatory

approach is applied. There needs to be deliberate efforts to balance power differences and mobilize the participation of NPOs in decisions makings processes.

Recommendations for non-profit organizations

Non-profit organization need to be transparent regarding the financial challenges that they face and to refrain from the seeking to use corporate funds to cover operational costs. NPOs need to report the challenges they face to corporate funders, as this will enhance their credibility and their relationship with their corporate partners. NPOs also need to consider the amalgamation of NPOs, where possible, in order to minimize the costs for NPOs, for example sharing office space Emerging NPOs and established NPOs need to partner with each, share skills and resources in order to achieve national development goals.

Recommendation for occupational social work practice

Occupational social workers are ideally suited to facilitate corporate-NPO partnerships as they trained to address the needs of communities and organizations. Occupational social workers also have skills on managing group dynamics and facilitating a participatory approach to community development. Occupational social workers practitioners are also trained to address the organizational needs of corporate institutions in relation to the communities in which they exist. Therefore occupational social workers are suited to work as CSI practitioners and to facilitate corporate-NPO partners, as active participation is principles that occupational social workers apply in practice (Ife, 2002).

Recommendations for future research

Although corporate institutions do not fund operational cost, the challenges related to NPOs lack of operational cost seem to affect corporate confidence in the NPO financial management ability. The lack of operational funds may also impact on the ability of NPOs to provide services, which may also affect the corporate- NPO partnership. Further research needs to be conducted to

explore how the lack of NPO operational costs affects corporate- NPO partnership. Research also need to consider how corporates and NPOs can source funds for operational costs or enable NPOs to participate in income generation programmes such as social entrepreneurship programmes. NPOs that have adequate operational costs are more likely to recruit skilled employees that will contribute achieving national development goals.

5.4 CONCLUSION

Partnering with NPOs is a cost effective way through which the state and corporate institutions can contribute in national development without the incurring labour cost. However the NPO sector carries the burden of not having well capacitated governance board members and inadequate funds for operational cost. Emerging NPOs are particularly vulnerable to these challenges as they may not have appropriate management structures. These require for CSI practitioner to not only focus on developing communities, but to be sensitive to the vulnerabilities of the NPO sector and empower NPOs. CSI practitioners need to participate in planning and implementing community programmes and to balance power differences between partners, in order to help improve the impact of corporate-NPO partnerships.

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Corporate social investment practitioners' experiences of corporate-NPO partnerships: a case study in the financial sector

Appendix A

PARTICIPANT INFORMATION SHEET

Good day

My name is Refilwe Nyandeni and I am a Masters' student registered for the Master's in Occupational Social Work at the University of the Witwatersrand. As part of the requirements for the degree, I am conducting research in the successes and challenges experienced by corporate social responsibility (CSI) practitioners in Johannesburg regarding their corporate social investment partnership with non-profit organizations. It is hoped that the information obtained from the research will inform social workers regarding the experience of CSI practitioners regarding their CSI partnerships, in order to gain knowledge and alternative strategies to CSI partnerships and identify areas that need to be improved in such partnerships.

I therefore wish to 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 in that case the information that you may have provided will be destroyed and will not form part of the study. You may also refuse to answer questions that you feel uncomfortable with answering.

Please feel free to ask any questions regarding the study; I shall answer them to my best ability. I may be contacted at 0727020809. My research supervisor, Francine Masson, may be contacted at 0117174480. Should you wish to receive a summary of the results of the study; an abstract will be made available to you on request.

Yours sincerely
RefilweNyandeni

Corporate social investment practitioners' experiences of corporate-NPO partnerships: a case study in the financial sector

Appendix B

CONSENT FORM FOR PARTICIPATION IN THE STUDY

I hereby consent to participate in the research project conducted by Refilwe Nyandeni. The purpose and the 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 and the information that I may have provided will be destroyed and not included in the study. I understand that my responses will be kept confidential.

Name of participant: _____

Date: _____

Signature: _____

Name of researcher: Refilwe Nyandeni

Date: _____

Signature: _____

Corporate social investment practitioners' experiences of corporate-NPO partnerships: a case study in the financial sector

Appendix C

CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW

I hereby consent to the 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 of participant: _____

Date: _____

Signature: _____

Name of researcher: Refilwe Nyandeni

Date: _____

Signature: _____

Corporate social investment practitioners' experiences of corporate-NPO partnerships: a case study in the financial sector

Appendix D

INTERVIEW SCHEDULE FOR CSI PRACTITIONERS

DEMOGRAPHICS

Age:

Gender:

Race:

Job title:

NATURE OF SERVICES

1. What is your understanding of term corporate social responsibility and corporate social investment?
2. What is the nature of CSI services do you provide?
3. What is your key role as a CSI partnership in the CSI partnership?
4. How long have you worked directly in CSI programmes?
5. What specific skills do you use as a CSI practitioner?
6. What do you think are the main challenges in the partnerships?
7. What do you think are main successes in the partnerships?

PRINCIPLES AND VALUES

1. Which value/s drives the CSI programme you are currently involved in?

2. Do you think that CSI programmes are philanthropic approach (i.e. charitable giving) or human development (enabling community members to participate in their own development) approach?
3. Is it important to ensure that the CSI programme continues? If so, please explain.

PARTNERSHIPS

1. Do you think partnerships are important? If so, please explain?
2. How do partnerships with NPOs emerge?
3. How do you determine the need to start a CSI programmes?
4. a. Is there a selection criterion for partnering with NPOs? If yes, what is the selection criterion?

   b. Is the selection criterion similar to conditions for funding?
5. Please comment on how decisions are made in the partnerships?
6. Do you think that the parties have common interest? Please explain.
7. How are the interests of all parties balanced?
8. Do you have formal or informal contracts with NPO partners?

   a) If you answered yes to number 8, what are the main requirements for NPOs in the contract?
   b) What are the main responsibilities of funders/donors in the contract?
9. What has been your experience of the planning process in the partnerships?
10. What has been your experience of the process of implementing projects?
11. Is there an evaluation system for the implemented project? If so, please explain.
12. What would you recommend to improve the partnerships with NPOs?

FUNDING

1. How would you describe the quality of business proposals that are received from NPOs?
2. What are the basic conditions for funding NPOs? (If different from the selection criteria for partnering with NPOs).
3. Which other resources are provided to NPOs (excluding financial resources)?
4. How do you manage or sustain those resources?

5. What are the key challenges related to funding of CSI projects?
6. What are the key successes related to funding of CSI projects?
7. How was your overall experience of the partnership?

Corporate social investment practitioners' experiences of corporate-NPO partnerships: a case study in the financial sector

Appendix E

RATIONALE FOR INCLUSION OF ITEMS IN THE SEMI-STRUCTURED INTERVIEW SCHEDULE

SECTIONS	RATIONALE
Participant information (demographic information)	These questions are included in order to describe the characteristics of the sample in terms of race, gender, age, professional title, and years of practical experience. The descriptive questions are asked in order to gain knowledge of the characteristics of the sample (Babbie & Mouton, 2011).
Nature of services	The purpose of this section was to determine the nature of CSI services that are provided in CSI partnerships and also gain a greater understanding of the services that are provided.
Principles and values	The motivation for including the questions in this section was to identity the guiding principles/values of CSI practitioners in the service provision. Kirst-Ashman (2010) explains that social welfare programmes are based on three perspectives namely; *residual welfare* services provided for individuals who have failed to provide for themselves*; institutional* entailing that peoples' needs are a normal part of life and society has a responsibility to assist in providing the relevant services; *developmental perspective* which is aimed at ensuring that social welfare services enable economic development of members of the society.
Partnerships	The rationale for incorporating items in this section was to gain insight into the experiences of CSI practitioners regarding the processes that unfold in when planning, implementing and evaluating the CSI programmes. Weyers (2001) explains that

	community work process has five3 steps; situation analysis, identifying and analysing impediments, formulation action plan, implementation action plan and evaluating the process, results and sustaining change, respectively. Ife (2006) explains that the planning and implementation of a community development programme is a process, which must be given primary consideration and should not only be about outcome statement but also enable community empowerment and the sustenance of community programmes.
Funding	This section was incorporated to provide a brief understanding of the financial management strategies employed in the CSI partnerships. The Department of Social Development (2010) indicated that some NPOs expressed a need for financial management training and that majority of NPOs do not submit financial reports to the Department of Social Development, which is one of the compliance requirements. This section aims to determine the experience of CSI practitioners in funding CSI programmes.

Appendix F

AMENDMENTS ON THE PILOTED INTERVIEW SCHEDULE

Initial question	Amended question
1. What is your role as a CSI practitioner in the CSI partnerships?	This question was changed to "What are your key roles as a CSI practitioner in the CSI partnership?"
2. What do you think are the challenges in the CSI partnerships?	This question was changed to "What do you think are the key challenges in the CSI partnerships?"
3. What do you think are the successes in the CSI partnerships?	This question was changed to "What do you think are the key successes in the partnerships?" The participant felt that the questions above were too broad; therefore he suggested that the questions should seek the "key issues" that are relevant to each question.
4. Which value/s drives CSI initiatives?	This question was amended to read "Which value/s drives the CSI programme you are currently involved in?" The participant indicated that he has been involved in different CSI programmes and that they are based on different values. Therefore the question should rather focus on the values that drive the current CSI programme.

5. Do you think that CSI programmes have a philanthropic approach or have a human development approach (enabling community members to participate in their own development	This question was changed to "Do you think that CSI programmes have a philanthropic approach (e.g. charitable giving) or have a human development approach (enabling community members to participate in their own development?". The participant explained that even though people may understand what philanthropy is, it is better to give an example of what is meant to make the question clearer.
6. Is the principle of sustainability (sustaining the CSI programme) important? If so please explain.	8. This question was rephrased to "Is it important to ensure that the CSI programme continues? If so, please explain. ?" The participant explained that the question was not clear and needs to be rephrased.
7. What value do you place on promoting partnerships with NPOs?	This question was rephrased to read "Do you think that partnerships are important? Please explain."
8. How is the need for community intervention identified?	This question was amended to read "How do you determine the need to start a CSI programmes?"

	The participant explained suggested for these questions to be rephrased to make them easier to understand.
9. Is there a selection criterion for partnering with NPOs? If yes, how do you select partners?	This question was amended to read "(a). Is there a selection criterion for partnering with NPOs? If yes, how do you select partners? (b).Is there a selection criterion similar to basic conditions for funding? If no, what are the basic conditions for funding?" The participant explained that the two questions are related and that it is best to combine them to avoid receiving the same response.
10. What are the main requirements for NPOs in the contract?	This question was changed to "What are the main contractual obligations of NPOs in the contract?" The participant suggested the word "requirement" should be replaced with the word "obligation" to make the question clearer.
11. How are resources used to ensure the sustainability of the CSI programmes?	The participant explained that the question is not clear therefore this question was amended to read "How do you manage non-financial resources?"
	One of the participants suggested for this

9. What is your understanding of term corporate social responsibility and corporate social investment?	question to be included as people have define CSI and CSR differently.