

**UNIVERSITY OF BOTSWANA**



**SCHOOL OF GRADUATE STUDIES  
DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES**

**ASSESSING THE POSSIBILITY OF MANDATING CORPORATE SOCIAL  
RESPONSIBILITY IN BOTSWANA: THE CASE OF NON-GOVERNMENTAL  
ORGANISATIONS AND CORPORATE PARTNERSHIPS**

**Elaine Thandeka Lekaukau  
201705460**

**Supervisor: Dr Thekiso Molokwane**

A Research Essay Submitted in Partial Fulfilment of the Requirements of the Award of  
Masters in Research and Public Policy University of Botswana

March 2021

## DECLARATION

1. This research essay is my original work and has not been presented for any degree award in any university.
2. I have used the Harvard convention for citation and referencing. Each significant contribution to and quotation in this study from the work, or works, of other people, has been appropriately acknowledged through citation and reference.

Signature:.....Date:.....

ELAINE THANDEKA LEKAUKAU

201705460

This research project has been submitted for examination with my approval as a university supervisor.

Signature:.....Date:.....

DR. T. MOLOKWANE

Department of Political and Administrative Studies

School of Graduate Studies, University of Botswana

## ACKNOWLEDGEMENT

When I first started writing this research essay in January 2020, the plan was to complete it by May 2020. However, that was not to be for two main reasons. The first one being, I underestimated the task at hand and the second one COVID-19, which brought with it several issues – lockdowns, unanticipated university closures, and the home-schooling of my three boys for seven months which I undertook. Nonetheless, just over a year later, I have managed to complete the research essay, and I would not have been able to do so had it not been for several people that I am very grateful to. If I fail to mention your name, please accept my apology and know that I am sincerely thankful to all who assisted me.

- Thank you, Ruth Magang, for the introduction to Stepping Stones International, where I did my internship and subsequently requested them to be the case study for this research essay.
- Thank you, Lisa Jamu from Stepping Stones International, for being such an inspiration, a truly dedicated and passionate lady who wants to alleviate the plight of less fortunate children and youth in Botswana.
- Thank you, Phatsimo Baliki, for translating the interview guides and informed consent forms to Setswana, Mr Ntongana and Mr Baemedi for proof-reading.
- Thank you, Lame Seduke, for the constant non-stop motivation throughout this masters degree. There were times when I was ready to give up, but you kept me going.
- Thank you to the ladies who helped me throughout this masters degree with picking up and dropping off my boys when I could not - Maduo Motshubi, “granny” Motshubi, Zeenat Chand, and Ashlee van Tonder. Ladies you are superstars!
- Thank you to my mother, father, brother Farai, my sisters Judy and Tsholo, my husband and three boys for the encouragement and understanding.
- Thank you to my mother-in-law for the weekends you very thoughtfully made us dumplings. It gave me a chance to get work done on this research essay, knowing that I did not have to worry about making supper.
- Thank you, Ms Ramontshonyana from the Office of Research and Development at the University of Botswana for assistance and Mr Mathabathi from the Ministry of Local Government and Rural Development for efficiently processing my research permit.
- Last but not least, I would like to thank my supervisor Dr Thekiso Molokwane for his guidance. It has been a long journey, and I am grateful that we have successfully reached its conclusion.

## ABSTRACT

Botswana has achieved phenomenal economic growth since its independence in 1966, though it has struggled to contain its socio-economic challenges. Some scholars recommend corporate social responsibility (CSR) to address African governments' failure to solve their socio-economic problems. In Botswana, corporates have not come to the rescue, with the literature describing the amounts invested by corporates in CSR as inadequate and insignificant. The literature has also suggested that CSR/corporate-NGO partnerships could enable corporates to engage in CSR more effectively; however, there is a dearth of literature on CSR in Botswana to verify this suggestion in the context of Botswana. This study aimed to gain in-depth insights into CSR and CSR partnerships in Botswana through a qualitative instrumental single nested case study of the Botswana-based non-governmental organisation (NGO) Stepping Stones International (SSI). Data was collected from online newspapers, participant testimonials, and semi-structured telephone interviews of an SSI management representative and nine participants who participated in SSI's corporate-sponsored CSR programmes. Thematic analysis was used to analyse the data.

This study found that the Stakeholder Theory supported stakeholder reciprocity as a plausible explanation for CSR partnerships' success criteria, and Resource Dependency Theory (RDT) gave clarity to NGOs' role in CSR partnerships. Programme evaluation was deemed valuable to assess CSR programmes success and keep NGOs accountable. Participants evaluations confirmed that SSI's CSR programmes delivered on their objectives. Botswana corporates were perceived to have unclear CSR strategies and approach CSR on an ad hoc basis. Where corporates partnered with NGOs, the partnerships were able to deliver successful, sustainable CSR programmes. Inadequate understanding of CSR and CSR partnerships by corporates were identified as impediments to CSR engagement. The government of Botswana's tax incentives related to CSR were perceived as complex to retrieve and unknown to most companies. Measures recommended to stimulate CSR included educating corporates on CSR tax incentives and mandating CSR to ensure Botswana corporates participation.

**Keywords:** Botswana, Corporate Social Responsibility (CSR), Non-Governmental Organisations, CSR/Corporate-NGO Partnerships, Stepping Stones International

## TABLE OF CONTENTS

DECLARATION .....	1
ACKNOWLEDGEMENT .....	2
ABSTRACT.....	3
LIST OF TABLES AND FIGURES.....	10
CHAPTER 1: INTRODUCTION .....	11
1.1 Introduction.....	11
1.2 Background of the Study .....	11
1.2.1 The Need for CSR in Botswana.....	11
1.2.2 CSR Partnerships .....	13
1.2.3 Evaluating CSR Programmes .....	14
1.2.4 Mandating CSR.....	15
1.3 Problem Statement .....	18
1.4 Research Objectives.....	20
1.5 Research Questions .....	20
1.6 Significance of the Study .....	20
1.7 Research Design.....	21
1.8 Scope of the Study .....	22
1.9 Limitations of the Study.....	22
1.10 Definition of Terms.....	23
1.11 Outline of the Paper .....	24
CHAPTER 2: LITERATURE REVIEW .....	26
2.1 Introduction.....	26
2.2 Definition of CSR .....	26
2.3 Theory or Theoretical Perspective .....	29
2.3.1 Stakeholder Theory .....	30

2.3.2 Resource Dependency Theory .....	33
2.3.3 The Link between CSR, NGOs, Resource Dependency Theory and Stakeholder Theory .....	34
2.4 Global CSR Legislative Environment .....	36
2.4.1 A comparison of Botswana and South Africa’s policies .....	38
2.5 Corporates and the Adoption of CSR Programmes .....	41
2.6 CSR Partnerships between NGOs and Corporates .....	42
2.6.1 Definition of NGOs.....	42
2.6.2 Reasons for CSR Partnerships between NGOs and Corporates .....	44
2.6.3 Challenges in Establishing Partnerships .....	46
2.6.4 Criteria for a Successful Partnership.....	47
2.7 Monitoring and Evaluating the Performance of CSR Programmes.....	48
2.7.1 Beneficiary Assessment .....	50
2.8 CSR in Botswana .....	50
2.8.1 NGOs in Botswana .....	55
2.8.2 Corporate-NGO Partnerships in Botswana.....	55
2.9 Justification of the Study .....	56
CHAPTER 3: RESEARCH METHODOLOGY .....	58
3.1 Introduction.....	58
3.2 Research Design.....	58
3.2.1 Qualitative Research .....	58
3.3 Population .....	61
3.4 Sample.....	62
3.4.1 Recruitment Procedures and Selection of Records .....	62
3.5 Ethical Considerations .....	65
3.5.1 Informed Consent.....	66
3.5.2 Deception .....	67

3.5.3 Voluntary Participation.....	67
3.5.4 Withdrawal from the Study.....	67
3.5.5 Confidentiality and Anonymity .....	68
3.5.6 Privacy .....	68
3.5.7 Risks.....	68
3.5.8 Benefits .....	68
3.5.9 Plagiarism .....	69
3.5.10 Recording Data .....	69
3.5.11 Secondary Data .....	69
3.6 Methods of Data Collection .....	69
3.6.1 Primary Data .....	70
3.6.2 Secondary Data .....	71
3.6.3 Triangulation.....	71
3.7 Pilot Study.....	72
3.8 Methods of Data Analysis.....	73
3.9 Bias .....	75
3.10 Summary.....	76
<b>CHAPTER 4: PRESENTATION OF FINDINGS.....</b>	<b>77</b>
4.1 Introduction.....	77
4.2 Stepping Stones International .....	77
4.2.1 SSI's Programmes.....	78
4.2.2 SSI Internship.....	79
4.3 Findings from SSI Interview Data .....	79
4.4 Findings from Interviews of Nine Participants and Four Participant Testimonials.....	85
4.4.1 Overview of Participants: .....	85
4.4.2 Overview of Findings .....	87
4.5 Findings from Internet Articles.....	89

4.6 Summary .....	90
CHAPTER 5: INTERPRETATION OF FINDINGS .....	91
5.1 Introduction.....	91
5.2. Methodology and Theoretical Framework.....	91
5.3 Summary of Participants.....	91
5.4 Discussion of Findings.....	92
5.4.1 Theme – Corporate Environment.....	94
5.4.2 Theme – NGO Environment.....	96
5.4.3 Theme – Partnership Environment .....	98
5.4.4 Theme - CSR Programmes .....	102
5.4.5 Theme – Government Incentives .....	109
5.5 Summary .....	110
CHAPTER 6: CONCLUSION AND RECOMMENDATIONS .....	111
6.1 Overview of the Study .....	111
6.2 Major Findings of the Study .....	111
6.2.1 Research Question 1 .....	111
6.2.2 Research Question 2 .....	112
6.2.3 Research Question 3 .....	112
6.2.4 Research Question 4 .....	112
6.3 Contribution to Knowledge.....	113
6.3.1 Contribution to Literature .....	113
6.3.2 Relevance of Resource Dependency Theory .....	113
6.3.3 Relevance of Reciprocal Flows in the Stakeholder Theory.....	114
6.4 Limitations of the Research .....	114
6.4.1 Considerations Concerning the Sample.....	114
6.4.2 Considerations Concerning the Choice of Interview Method.....	114
6.4.3 Considerations Concerning the Choice of Interview Language .....	114



6.5 Issues for Further Research.....	115
6.5.1 Limitations of this Study.....	115
6.5.2 Gaps in the Literature.....	115
6.5.3 Issues Identified in the Interviews .....	115
6.6 Recommendations.....	116
6.6.1 Recommendation for Corporates .....	116
6.6.2 Recommendation for NGOs .....	116
6.6.3 Recommendation for Policymakers on CSR .....	116
6.6.4 Recommendation for Policymakers on Mandating.....	117
6.7 Conclusion .....	118
REFERENCES .....	120
APPENDICES .....	140
Appendix A: Views on SSI’s CSR Programmes - Participant Testimonials.....	141
Appendix B: Views on SSI’s CSR Programmes – Participant Interviews .....	142
Appendix C: Internet Articles on SSI .....	143
Appendix D: Data Extraction Forms .....	145
Appendix E: CSR Semi-Structured Interview Guide .....	151
Appendix F: Kaedi ya Potsotso e Phuthulogileng ya Boikarabelo jwa Dikgwebo mo Sechabeng .....	154
Appendix G: CSR Individual Interview Guide.....	157
Appendix H: Kaedi ya Potsotso ya Boikarabelo jwa Dikgwebo mo Sechabeng.....	159
Appendix I: Informed Consent Form.....	161
Appendix J: Fomo ya Tumelelo ka Kitso .....	165
Appendix K: Research Permit Application For Ministry of Investment, Trade and Industry .....	169
Appendix L: Rejection from Ministry of Investment, Trade and Industry.....	170
Appendix M: Research Permit Application for Ministry of Local Government and Rural Development.....	171

Appendix N: Approval from Ministry of Local Government and Rural Development ..... 172

## LIST OF TABLES AND FIGURES

### Tables

Table 1: Incentives Available in the Botswana Income Tax Act.....	16
Table 2: Main Theoretical Perspectives on CSR .....	29
Table 3: CSR Policies and their Regulatory Strength.....	37
Table 4: Types of Partnerships in which Companies and NGOs are Most Often Involved ....	46
Table 5: Goals Based on Outputs versus Goals Based on Impacts.....	49
Table 6: Themes and Sub-Themes.....	93
Table 7: Criteria for Successful Partnerships.....	100
Table 8: Participants Suggestions on How to Improve SSI's CSR Programmes .....	107
Table 9: Participant Responses on Benefits Attained from Programmes .....	109

### Figures

Figure 1: Carroll's Pyramid in Comparison to CSR Practice in Africa.....	27
Figure 2: Stakeholder Theory .....	31
Figure 3: Why Companies and NGOs Engage in Partnerships with Each Other .....	45
Figure 4: Multiple Case Studies Compared to Nested Case Studies .....	59
Figure 5: Sample for this Study .....	64
Figure 6: Process to Establish Partnerships .....	81
Figure 7: Illustration of SSI's Partnership Models .....	82
Figure 8: Benefits Attained from CSR Programmes - Testimonials .....	88
Figure 9: Benefits Attained from CSR Programmes - Interviews .....	89
Figure 10: Participants Suggestions on How to Improve SSI's CSR Programmes.....	106

# CHAPTER 1: INTRODUCTION

## 1.1 Introduction

This research paper presents findings from a qualitative instrumental single nested case study of the Botswana based non-governmental organisation (NGO) Stepping Stones International (SSI) and nine of its participants. It describes SSI's perceptions of corporate social responsibility (CSR) and CSR partnerships in Botswana and the approach SSI follows to evaluate its CSR programmes. It also explores the participants' perceptions of SSI's CSR programmes as they are the ones who ultimately benefit from them. This study concludes by assessing the need to mandate CSR in Botswana based on the perceptions SSI has of corporates' CSR practices in Botswana.

This chapter provides the rationale behind the need for CSR in Botswana. It explains the relevance of CSR partnerships and the importance of evaluating CSR programmes. This chapter considers why the government of Botswana must mandate CSR. The research objectives, research questions and significance of the study are provided. An overview of the research methods used to conduct this study is given. This chapter concludes by defining the terms used in the paper and outlining the subsequent chapters.

## 1.2 Background of the Study

### *1.2.1 The Need for CSR in Botswana*

CSR is a topic that does not have a commonly accepted meaning and scope of the concept (Matunhu, 2011, p. 85). It has many varying definitions and different scholars attribute its origins to various countries and sources. For instance, its origins have been ascribed to “the West” by authors such as Bahari and Yusuf (2014, p. 390). Carroll (2015, p. 87) traces CSR's roots to the philanthropic efforts of industrialists in the United States of America (USA) such as Andrew Carnegie and John D. Rockefeller in the late 1800s (Sitnikov, 2013, p. 118). StachowiczStanusch (2016, p. 16) suggests that CSR has been evolving since 1932 when Dodd expressed that “corporate managers have responsibilities to the public as a whole and not just to shareholders”. Carroll (2015, p. 87) proposes that Howard Bowen is the pioneer of CSR as we know it today with his question in 1953, “what responsibilities to society may businessmen reasonably be expected to assume?”. Regardless of its origin and lack of a common definition,

this study views CSR as “a form of corporate commitment to continuing economic development to improve the quality of life in society” (Bahari & Yusuf, 2015, p. 391).

CSR in Botswana does not share the long history that CSR has in countries like the USA, as Botswana only achieved independence in 1966. At this point, Botswana “had a total of twelve kilometres of paved roads, twenty-two citizens who had graduated from university, and one hundred from secondary school” (Acemoglu & Robinson, 2013, p. 409). Due to a highly lucrative diamond partnership with Debeers (Hope & Somolekae, 1998, p.33; Sekwati, 2009, p. 1), Botswana transformed itself from one of the world’s poorest countries (Sekwati, 2009, p. 1) at independence in 1966 to a middle-income country (Moody’s Analytics, Inc, 2021). GDP per capita for Botswana grew from US\$70 in 1966 to US\$18,100 in 2017 (Moody’s Analytics, Inc, 2021).

Unfortunately, Botswana has not successfully translated its economic growth to job creation or eradication of poverty. Periods of high unemployment of approximately 20% plagued Botswana for most of the 1990s and early parts of the new millennium (Matandare, 2018, p. 4). Currently, unemployment in Botswana is approximately 18%, with youth unemployment posing a critical challenge (The World Bank, 2018). The World Bank notes that between 2010 and 2015, inequality in Botswana as measured by the GINI Index (a measure of the distribution of income ranging from 0 – perfect equality to a maximum of 100 – perfect inequality) fell from 60.5% to 53.3% in 2015 and this was mainly due to fast growth in rural areas and demographic changes (The World Bank, 2020). While there was a decline in the GINI Index, Botswana’s inequality remains high. The Botswana Multi-Topic Household Survey (BMTHS) noted that in 2015/16, 16.3% of the population were living below the poverty datum line. This figure has declined from 30.6% in 2002/03 and 19.3% in 2009/10 (Statistics Botswana, 2018, p. 64). The BMTHS 2015/16 also showed that government aid played a significant role in reducing poverty, particularly in urban villages and rural areas (Statistics Botswana, 2018, p. 64).

One of the factors cited as a cause of poverty in Botswana includes “over-reliance on the government to provide economic resources and social services” (Osei-Hwedie, 2004, p. 10). The World Bank (2018) proposes that the unemployment, poverty, and inequality challenges faced by Botswana can be addressed by “improving the quality of infrastructure (water and electricity), essential basic services (education, health, and social safety nets), as well as

accelerating reforms to the business environment and effective support for entrepreneurship”. Cheruiyot and Onsando suggest that there is a need for CSR in Africa due to the high levels of poverty and inequality resulting from African governments’ inability to solve many social problems. CSR in Botswana is voluntary, and corporations have not engaged in CSR as expected. The media has portrayed CSR initiatives by corporates in Botswana as “often reactive and not proactive” (The Sunday Standard, 2013), being once-off and not long term in nature and having a “vehement political approach” (Mmegi, 2016). Botswana has many socio-economic challenges, and it is time for the corporate sector to step in and assist the government as best as possible.

### ***1.2.2 CSR Partnerships***

CSR partnerships are also called social partnerships, with Seitanidi and Crane (2014, p.1) defining them “as the joining together of organisations from different sectors of society to tackle social problems” that the government has failed to tackle (Kolk, 2014, p. 16). NGOs are important players that can fill the gaps in the decline in the provision of services to the society by the government (Dewi, Belal & Manochin, 2019, p. 2). Partnerships with non-governmental organisations (NGOs) could serve Botswana organisations well primarily because NGOs “lack of profit motive makes them more trustworthy” to carry out CSR initiatives than if the corporations establish their own programmes (Leedy, 2009). NGOs are adept at contributing towards sustainable development (Frynas & Yamahaki, 2019, p. 22), and they are model partners for corporates as they are more accommodating than the government and respond faster to community needs (Lekorwe & Mpabanga, 2007, p. 15). Over the years, NGOs in Botswana have made significant contributions to “cultural development, poverty alleviation, HIV/AIDS, social welfare, disability, media, environment, and philanthropy among others” (Mahambo, Chiguvu & Lynch, 2016, p. 162). In as much as NGOs are essential for the progress of CSR, more importantly, NGO and private sector cooperation are vital for the implementation of CSR (Malik, 2015, p. 119).

In the National Non-Governmental Organisations (NGO) Policy (2012), the government of Botswana recognises the role that NGOs have played in the country’s national development and the challenges that NGOs face to continue in this role (Government of Botswana, 2012a, pp. 3, 4). The government of Botswana notes that NGOs have unstable financial situations partly due to declining donor support and few development partners supporting strategic initiatives (Government of Botswana, 2012a, p. 4).

In a study undertaken by Mahambo *et al.* (2016, p. 171) on Botswana NGOs, it was found that 80% of respondents confirmed securing partnerships with Botswana's private sector; however, only 20% of the NGOs surveyed had received above 50% of their revenue from local corporates in their last financial period. The literature surmises that Botswana corporates' funding to NGOs has been inadequate and insignificant (Mahambo *et al.*, 2016, p. 168; Nair, 2014, p. 20), and Botswana corporates have not been forthcoming in partnering with the NGO community (Mahambo *et al.*, 2016, p. 162). This is in contrast to companies in countries such as India and South Africa that have been more proactive with their funding of NGOs. Trialogue notes that from 2014 to 2020, South African corporates contributed on average 52% per annum of total CSI expenditure towards NGOs, and in the same period, 90% of corporates gave to NGOs annually. KPMG (2020, p. 46) highlights that in the three years from 2016-17 to 2018-19, Indian corporates contributed on average 45% per annum of total CSR expenditure to implementing agencies/NGOs. It would seem that South African and Indian companies have embraced partnerships with NGOs as vehicles through which CSR can be delivered.

From 10 June 2019 until 19 July 2019, the researcher undertook an unpaid internship with SSI. Discussions with some Botswana companies whilst the researcher was on internship at SSI indicate that the CSR departments of these companies are non-existent; and, the CSR function, if there is one, is driven by the marketing department, comprised of one to two members of staff who oversee CSR projects after their regular marketing duties have been completed. Partnerships between NGOs and corporations would benefit these Botswana corporates. NGO-corporate partnerships could be a win-win situation for both parties with benefits accruing to NGOs, including accessing necessary funds and long-term stability and impact, and benefits accruing to corporates, including improving their reputation and credibility (C&E Advisory Services Limited, 2019, p. 8).

### ***1.2.3 Evaluating CSR Programmes***

It is essential to measure whether CSR programmes are making a difference to society to legitimise the programmes and prevent allegations of window dressing and to prove the strategic relevance of investing in CSR programmes to the organisation and legitimise the organisation's involvement in societal issues (Van Tulder *et al.*, 2016, p. 4; Hansen & Spitzeck, 2011, p. 416). Evaluating the effectiveness and impact of CSR programmes can also be done to ensure NGO accountability (Baur & Schmitz, 2012, p. 18). Defining the success or failure

of programmes delivered through a partnership can become complicated as partnerships comprise various organisations with their own interests and expectations, making it difficult to define success (Van Tulder *et al.*, 2016, p. 5). There are a few ways in which the performance of CSR programmes can be measured. However, the programmes are evaluated; the metrics used should reflect outputs, outcomes and impact (Anderson & Abensour, 2017, pp. 266-267; Morino, 2011, p. 9). Nair (2014, p. 18) suggests that the performance of community development programmes should be measured from the business enterprise initiating the programmes, and also, the opinions and attitudes of the beneficiaries should be taken into account. Van Tulder *et al.* (2016, p. 5) suggest that the partnership's outcome should be linked to objectives as defined by the partnership participants.

#### ***1.2.4 Mandating CSR***

Calls have been made in the private media for CSR to be mandated in Botswana. Reasons given include that CSR in Botswana is a publicity stunt to enable firms to gain political mileage (Mmegi, 2018) or that Botswana corporates take a once-off approach towards their CSR initiatives (Mmegi, 2016) instead of focusing on long term CSR that will have a positive impact on the socio-economic development of communities. Ryznar and Woody (2015, p. 1693) argue that mandating CSR will not necessarily result in increased corporate participation in CSR, as corporates will not conform with regulations if the regulations conflict with profit maximisation. Goerke (2018, p. 3) suggests that corporates could engage in tax evasion if adhering to CSR objectives will affect their profitability. Ryznar and Woody (2015, p. 1693) propose that corporates should be offered lower tax rates to encourage corporates to participate in CSR.

The need to mandate CSR in Botswana is a debatable issue. Some might argue that CSR policy is not necessary, given the five tax incentives (shown in table 1) that are available in Botswana's Income Tax Act (1995) and the voluntary guidelines such as Vision 2036, the Monrovia Principles and other international guidelines that corporates in Botswana can refer to for guidance in their CSR initiatives.

Extensive consultations and background work were undertaken to formulate Vision 2036, which advocates sustainable economic development in various areas, such as human capital, health, education, and gender equality. In 2010, Botswana (represented by Sheila Khama, Chief Executive Officer of De Beers Botswana at the time) was part of a delegation of eight



African countries that attended a CSR Conference in Liberia, where it helped to draft the six core principles of ‘The Monrovia Principles’. One of the principles in the Monrovia Principles’ views CSR as a “growth partnership between business, government and civil society”; and a voluntary practice that is facilitated by the government, creating conditions that allow for “economic prosperity and socio-political stability” where corporations should aim to spend at least 0.7 per cent of profit on CSR (The Brenthurst Foundation, 2010, pp. 6-8). The other five principles emphasise entrepreneurship, stability and inclusive ownership, government, and business as good citizens, and “CSR strategies that recognise the different size, reach and regulatory abilities of businesses” (The Brenthurst Foundation, 2010, pp. 6-8).

**Table 1: Incentives Available in the Botswana Income Tax Act**

Income	The Section in the Income Tax Act
Donations	A tax credit is given to a company when donating to any educational institution or sports club, or sports association (section 51 of the ITA). Effectively the credit reduces the tax amount of the donor. The provision, however, does not extend to donations to individual sportspersons.
Deductions	There is a two hundred percent deduction of approved training expenditure incurred during that tax year from a person’s assessable business income for that tax year provided the training was for Botswana citizens (section 44 of ITA).
Exemptions	The following incomes are exempt from tax, of course, subject to the Commissioner General’s approval (Second Schedule part 2 of the ITA): <ol style="list-style-type: none"> <li>1. Any income of a charitable, religious, or educational institution or a trust established for public purposes.</li> <li>2. Any income of any association formed to promote social or sports amenities.</li> </ol>
Grants	Some businesses may be granted a ‘Development Approval Order’ if they propose to carry out a project that would be beneficial to Botswana’s economy or the economic advancement of Botswana citizens. The companies approved may be granted a tax relief such as a lower tax rate of income tax (section 52)
Reductions	Other companies called ‘International Financial Service Centers (IFSC)’ will be given lower tax rates provided they employ a certain number of citizens.

(Government of Botswana, 1995; Kgosietsile, 2017)

Corporates could also refer to guidelines from “organisations such as the UN, the OECD and the ILO that have developed compacts, declarations, principles, and other instruments that

outlines norms for acceptable corporate conduct” (Mullerat, 2010, p. 78). Closer to home, another guideline that could be followed is the King IV Report on Corporate Governance for South Africa 2016, which guides South African corporates’ CSR initiatives.

Despite the government’s tax incentives, Botswana corporations have not been as forthcoming as expected in investing in CSR initiatives (Mmegi, 2016). A study by Lindgreen, Swaen and Campbell (2009, pp. 437, 439) that included 45 Botswana corporates found that 58% of the board of directors, owners, and shareholders were not convinced of the benefits of engaging in CSR activities such as philanthropy and positive environmental practices. One of the reasons corporates might not see the benefits of environmental CSR is because in developing countries, social issues “are given more political, economic and media emphasis” (Choongo *et al.*, 2017, p. 32). Nair (2014, p. 22) found that there is a lack of coordination and networking between the fund granting businesses, fund managing institutions and the beneficiaries in Botswana. The literature offers other reasons why corporates may not participate in CSR. For instance, May, Cheney, and Roper (2007, p. 387) note that where CSR practice is voluntary, there is some evidence that it will “exist at the margins of business practice”. Lonkani (2018, p. 9) and Pedersen and Neergaard (2016) suggest that the difficulty in quantifying CSR and the lack of clarity in how shareholders can benefit can limit corporate participation in CSR.

The government of Botswana should give serious consideration to mandating CSR if it wants the private sector to step in and assist in addressing Botswana’s socio-economic challenges. Countries such as India that implemented mandatory CSR in 2014 with section 135 of the Companies Act, 2013, have seen some companies going beyond the mandate and spend more than the 2% required amount on CSR (Guha, 2020, p. 63). Benefits that have resulted from mandating CSR in India are described by NGOs such as the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) that have been in India since 1972. ICRISAT notes that the mandating of CSR through India’s Companies Act 2013 has enabled them to build partnerships that have benefited farmers in some of the regions in India (Raju & Wani, 2018, p. xi).

In Mauritius, CSR guidelines prescribe that half of CSR funds should be allocated to priority areas, ensuring that resources are used effectively (Ramdhony, 2018, p. 436). The CSR levy is considered to have enhanced Mauritius’s reputation by showing investors that it values CSR (Ramdhony, 2018, p. 437). The countries enhanced reputation due to mandatory CSR is

thought to impact Mauritian companies in three different ways: (1) it makes it easier for Mauritian companies to enter and operate in countries that value CSR, (2) mandatory CSR reassures foreign buyers that Mauritian products have been produced under ethical conditions, (3) mandatory CSR make it easier to attract global socially responsible investors to invest on the Stock Exchange of Mauritius (SEM) (Ramdhony, 2018, p. 437).

### **1.3 Problem Statement**

There is a need for CSR in Africa because of the high levels of poverty and inequality resulting from African governments' "failure to solve many social problems and the diminished scope of government in some areas of Africa" (Cheruiyot & Onsando, 2016). In the past five decades since attaining independence, Botswana's economy has achieved phenomenal economic growth, with GDP per capita for Botswana growing from US\$70 in 1966 to US\$18,100 in 2017 (Moody's Analytics, Inc, 2021). Despite the impressive economic growth, Botswana has not escaped the socio-economic challenges of poverty, unemployment, and income inequality. Statistics show that unemployment in Botswana was approximately 18% in 2018 (The World Bank, 2018), the income inequality gap of Botswana as measured by the GINI Index was 53.3% in 2015 (The World Bank, 2020), and 16.3% of the population were living below the poverty datum line according to the Botswana Multi-Topic Household Survey 2015/16 (Statistics Botswana, 2018, p. 64).

The socio-economic environment is considered a determining factor of CSR priorities in African developing countries (Choongo *et al.*, 2017, p. 34; Dartey-Baah & Amponsah-Tawiah, 2011, p. 130). Given the socio-economic challenges in Botswana's society, corporates need to play a more significant role and help the government reduce these challenges. However, the literature has described the funding of CSR initiatives by Botswana corporates as insufficient; the media have criticised Botswana corporates CSR efforts; some Botswana corporates lack the capacity to carry out meaningful CSR initiatives which is exacerbated by the lack of private sector CSR alliances and; CSR is not mandatory in Botswana.

CSR initiatives by corporates in Botswana have faced criticism, with the media describing them as "often reactive and not proactive" (The Sunday Standard, 2013), being once-off and not long term in nature and having a "vehement political approach" (Mmegi, 2016). Information gathered whilst the researcher was on internship with SSI shows that some Botswana corporates cannot successfully engage in CSR initiatives, as these corporates do not have CSR

departments and CSR initiatives are a marketing function – a job done after the marketing personnel have attended to the heavy demands of their regular marketing jobs. To ensure the implementation of their CSR initiatives, partnerships with NGOs could enable corporates to participate effectively in CSR. Corporates would provide the financial resources, technical know-how and other resources to the partnership, while NGOs would offer the necessary know-how about the local communities' requirements (Hansen & Spitzeck, 2011, p. 415; Forrer, 2017, p. 195).

The literature reveals that although Botswana corporates do partner with NGOs, this is not common (Mahambo *et al.*, 2016, p 162). The funding the corporates provide is viewed as inadequate and insignificant (Mahambo *et al.*, 2016, p. 168; Nair, 2014, p. 20). This is in contrast to South Africa, where over 50% of total CSI spend went to NGOs in 2020 (Dialogue, 2020, p. 40), and in India, in 2018/19, 46% of total CSR spend by Indian companies went to implementing agencies/NGOs (KPMG, 2020, p. 46).

The government of Botswana has tried to lead by example with its partnerships with the private sector and its various ministries getting involved in social responsibility initiatives. However, as found by Lindgreen *et al.* (2009, pp. 437, 439), more than half of the board of directors, owners, and shareholders of 45 Botswana corporates were uncertain of the benefits that could be derived from engaging in CSR activities such as philanthropy and positive environmental practices. The government of Botswana has several tax incentives in place to encourage CSR, which corporations have not taken up as expected (Mmegi, 2016). Botswana also has no rules or regulations that make it mandatory for organisations to engage in CSR.

If Botswana wants to preserve its status as “an African miracle” (Dipholo, 2015, p. 562), Botswana needs to address its inequalities. Otherwise, inequality can derail individuals' educational and occupational choices and result in resource misallocation, corruption and nepotism (Dabla-Norris *et al.*, 2015, p. 6). Income inequality can also affect GDP growth, as labour productivity will be lower (Dabla-Norris *et al.*, 2015, p. 8). Corporates need to make more meaningful investments in CSR and realise that by investing in the social and economic welfare of their communities they can, employ some of the community members, turn others into customers and transform “neglected areas into new markets or sources of supply” (Matunhu, 2011, p. 88).

A search in the literature found limited information on CSR in Botswana as only eight published articles were found on CSR from 2009 to 2019. Out of the eight articles, there were three that were of relevance to CSR partnerships. These three articles discussed essential aspects that contributed to CSR partnerships' success and failure, but they were not directly about CSR partnerships. This study will be the first study to assess Botswana's CSR partnerships, albeit from an NGO's perspective. This study aims to contribute to the body of knowledge on CSR and be a guiding source for policymakers and corporates.

#### **1.4 Research Objectives**

The following are the objectives of the study:

1. To establish the types of partnerships that exist between NGOs and corporates in Botswana.
2. To investigate whether partnerships between NGOs and corporates can deliver CSR programmes that are sustainable.
3. To determine how CSR programmes can be evaluated to judge their performance.
4. To find out if there is a need for CSR to be mandated in Botswana.

#### **1.5 Research Questions**

The questions this study will attempt to address are:

1. What is the nature of partnerships between NGOs and corporates in Botswana?
2. Can partnerships between NGOs and corporates deliver sustainable CSR programmes?
3. How are CSR programmes evaluated?
4. Why should CSR be mandated in Botswana?

#### **1.6 Significance of the Study**

This study aims to contribute to furthering knowledge about the benefits of CSR and its positive impact on Botswana citizens' lives. A positive impact refers to, for example, improved education standards, enhanced work skills and access to psychosocial support. Studies on CSR in Botswana are few, and eight published articles were found over the ten years 2009 to 2019. Published research includes a comparison of CSR practices in Botswana and Malawi (Lindgreen *et al.*, 2009), Debswana's CSR initiatives (Solís & Moroka (2011), Muranda (2014)), an analysis of the perspectives of beneficiaries of CSR programmes (Nair, 2014), the sustainability of donor-funding towards NGO's (Mahambo *et al.*, 2016), CSR reporting in the banking industry (Botshabelo, Mbekomize & Phatswane, 2017), a profile of private sector

sustainability practices (Botswana Stock Exchange, 2018) and corporate governance and CSR disclosures (Mbekomize, Wally-Dima & Nametsegang, 2019).

Given the limited research available on CSR in Botswana, this study sought to add to the body of literature on CSR in Botswana by studying CSR partnerships between NGOs and corporates. A qualitative case study methodology was employed in the hope of gleaning rich, in-depth insights on CSR. This study investigated Stepping Stones International (SSI), a Botswana-based NGO that runs sponsored CSR initiatives. The aim was to understand the CSR practices of firms, NGOs capacity and ability to run CSR programmes and the perceived socio-economic benefits of these programmes from the participants' perspectives. Through these insights, this study attempted to determine whether the government needed to mandate CSR.

This study intends to enlighten policymakers on CSR in Botswana and offer them guidance when making any decisions related to CSR. It also plans to show corporates the benefits of partnering with NGOs and the positive effects CSR partnerships with NGOs can achieve in communities.

### **1.7 Research Design**

This study used a qualitative research methodology. An instrumental single nested case study design was employed - one wider case of SSI and nine nested individual cases - with SSI representing the NGOs based in Gaborone. According to Creswell (2007, p. 74) and Steinberg, Bringle and McGuire (2013), the purpose of an instrumental case study is to provide insight into a specific issue, and the particular issue for this study is CSR. Data was collected through 10 semi-structured interviews. One was of the SSI management representative, whilst the other nine semi-structured interviews were of the participants in SSI's CSR programmes. The management representative was interviewed to find out the perceptions of SSI on (1) CSR practice in Botswana, (2) to establish the types of partnerships that exist between corporates and NGOs, (3) to ascertain what is required for CSR partnerships to deliver sustainable CSR programmes, (4) to find out how SSI evaluates its CSR programmes and (5) to get SSI's view on making CSR contributions mandatory. The participants were interviewed to obtain their perspective on the benefits of SSI's CSR programmes and to verify whether these programmes could be considered to have successfully achieved what they intended to accomplish as per the programme's objectives. Thematic analysis following the Braun and Clarke methodology was used to analyse the data collected.

### **1.8 Scope of the Study**

This study sought to gain in-depth insights into CSR in Botswana. It was approached from an NGO's perspective to provide further insight into corporates' actual CSR activities, as NGOs are on the receiving end. SSI was the ideal NGO for the case study as it had the requisite depth of experience in dealing with corporate, government and foundation partnerships and had been in existence for more than a decade, providing essential basic services to several districts in Botswana. This study explored whether CSR partnerships were an effective vehicle for delivering CSR community development programmes. The evaluation of SSI's CSR programmes' was considered from the perspective of SSI and its participants as they are the ones who benefit from the programmes. Based on the NGOs perceived practices of Botswana corporates, the study further sought to determine if there was a need to mandate CSR in Botswana. Approval to conduct this study was granted by the Ministry of Local Government and Rural Development on 4 November 2020 (see Appendix N), and within four months, this study was completed. The theoretical framework for this study was guided by the Stakeholder Theory and Resource Dependency Theory.

### **1.9 Limitations of the Study**

As SSI is unique and faces unique circumstances, it will not be easy to generalise the results or replicate the nested case studies. Other NGOs may also encounter some of the issues faced by SSI; however, as SSI is a single organisation, the single nested case study may not have covered all the issues the larger NGO community faces in Gaborone.

Case studies have been criticised for lacking rigour, and a step that can be taken to counter this is to use multiple sources of evidence (Slack & Parent, 2006, p. 22). This study employed interviews, testimonials, and mass media records as methods of data collection. The nine nested case studies were of human subjects that write and speak English as a second language. It is possible that there could have been a misinterpretation of interview questions that were posed to the participants as they were done in English.

The researcher's responsibility was to be as genuine as possible as there was potential for the researcher to misinterpret answers due to factors such as age, social class, and language barriers that may have limited holistic understandings of issues in the study (Chilisa, 2012, p. 181).

## **1.10 Definition of Terms**

### ***Corporate Social Investment (CSI)***

Umsizi (2017) defines Corporate Social Investment (CSI) as “the direct monetary investments that a company makes to improve the districts they operate in”. CSI is more concerned with sustainable development, governance, and partnerships (Hinson & Ndhlovu, 2011, p. 69).

### ***Corporate Social Responsibility (CSR)***

The European Commission defines Corporate Social Responsibility (CSR) as “the responsibility of enterprises for their impact on society”. Cheruiyot and Onsando (2016, p. 94) define CSR in Africa as “organisation commitment to economic, social, legal and environmental rights, and responsible outcomes for sustainability of the human race”. In this study, CSR refers to the activities a corporation undertakes to improve or positively impact the lives of its community or Batswana at large.

### ***CSR/Corporate-NGO Partnerships***

CSR/Corporate-NGO partnerships are one of the four types of cross-sector or social partnerships for addressing societal issues such as education, health and the environment (Poret, 2014, p. 3; Seitanidi & Crane, 2009, p. 3).

### ***Non-Governmental Organisations (NGOs)***

The World Bank (1995, p. 7) defines Non-Governmental Organisations (NGOs) as “private organisations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development”.

### ***Partnerships***

A partnership can “describe many different kinds of relationships and activities, from the giving of grants, sponsorships and contracts to joint project management” (Rein *et al.*, 2005, p. 2). A “partnership is a cooperative arrangement between two or more actors from the private sector, the public sector and/or civil society, with the objective of jointly addressing a development issue” (Just Governance Group, 2014). These partnerships are also called cross-sector partnerships (Just Governance Group, 2014; Selsky & Parker, 2010, p. 24) or social partnerships (Seitanidi & Crane, 2014, p. 1).



### ***Philanthropy***

“A discretionary responsibility of a firm that involves choosing how it will voluntarily allocate resources to charitable or social service activities in order to reach marketing and other business related objectives for which there are no clear social expectations as to how the firm should perform” (Ricks, 2005, p. 122).

### ***Socio-economic development***

“Socio-economic development is measured as increased life expectancy, education, economic development and democracy.” (Ruck, Bentley & Lawson, 2019, p. 1)

### ***Sustainable CSR programmes***

Cheruiyot and Onsando (2016, p. 98) propose that “responsibility by its very nature is long term and sustainable”. Therefore, in this paper, a sustainable CSR programme will be a CSR programme that is long term or, in other words, a programme that can be maintained and can continue for an extended period of time.

## **1.11 Outline of the Paper**

This study is divided into six chapters:

**CHAPTER ONE** provides the background to the study to shed light on the current state of CSR in Botswana. This chapter highlights the role NGOs and corporates can play in CSR, the research objectives and questions that will enable the problem statement to be addressed and the significance of the study is put into context.

**CHAPTER TWO** reviews the literature on CSR. The review of the literature is undertaken: to gain a better understanding of CSR and the theory underpinning it; to get an overview of CSR in Botswana; to understand the measures that have been taken by the countries that have mandated CSR so as to inform policymakers of possible measures that Botswana could employ; to determine how to measure the performance or success of CSR programmes; to explore the rationale behind why corporates adopt CSR programmes and why corporates partner with NGOs, and this is where a void was identified in the existing literature on CSR in Botswana.

**CHAPTER THREE** presents the research design of the study, which includes the methodology that will be employed to conduct the study, the population and sample, the

recruitment procedures for the chosen sample, the ethical considerations of the study, methods of data collection and analysis, the potential bias, and the scope and limitations of the study.

**CHAPTER FOUR** introduces Stepping Stones International (SSI), the NGO that the case study is based on, and the programmes from which the participants were drawn from. This chapter also presents findings from interviews, testimonials, and internet articles.

**CHAPTER FIVE** discusses and interprets the findings that were made in **CHAPTER FOUR** using thematic analysis a qualitative analysis methodology.

**CHAPTER SIX** summarises the study's significant findings, the contribution to knowledge that this study will make, the limitations of the study, recommendations for policymakers, corporations, and NGOs to consider if Botswana ever decides to mandate CSR and issues for further research.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Introduction

This chapter will be guided by the research questions (Foss, 2007, p. 55). It will conduct a systematic and critical examination (Pan, 2017, p. 1; Efron & Ravid, 2019, p. 2) of the literature on CSR, CSR in Botswana, CSR partnerships between corporates and NGOs, the global CSR legislative environment and the monitoring and evaluation of CSR programmes. The theories underpinning this study will be unveiled (Nakano & Muniz, 2018, p. 3). Ultimately the review of the literature will reveal the need for this study.

### 2.2 Definition of CSR

Corporate Social Responsibility (CSR) is a complex concept, and “after more than half a century of research and debate, there is not a single widely accepted definition” (Freeman *et al.*, 2010, p. 235). There are several terms by which CSR can go by such as corporate sustainability, corporate citizenship, corporate responsibility, business social responsibility, business reputation, ethical corporation, sustainable business, and corporate philanthropy (Zu, 2008, p. 18).

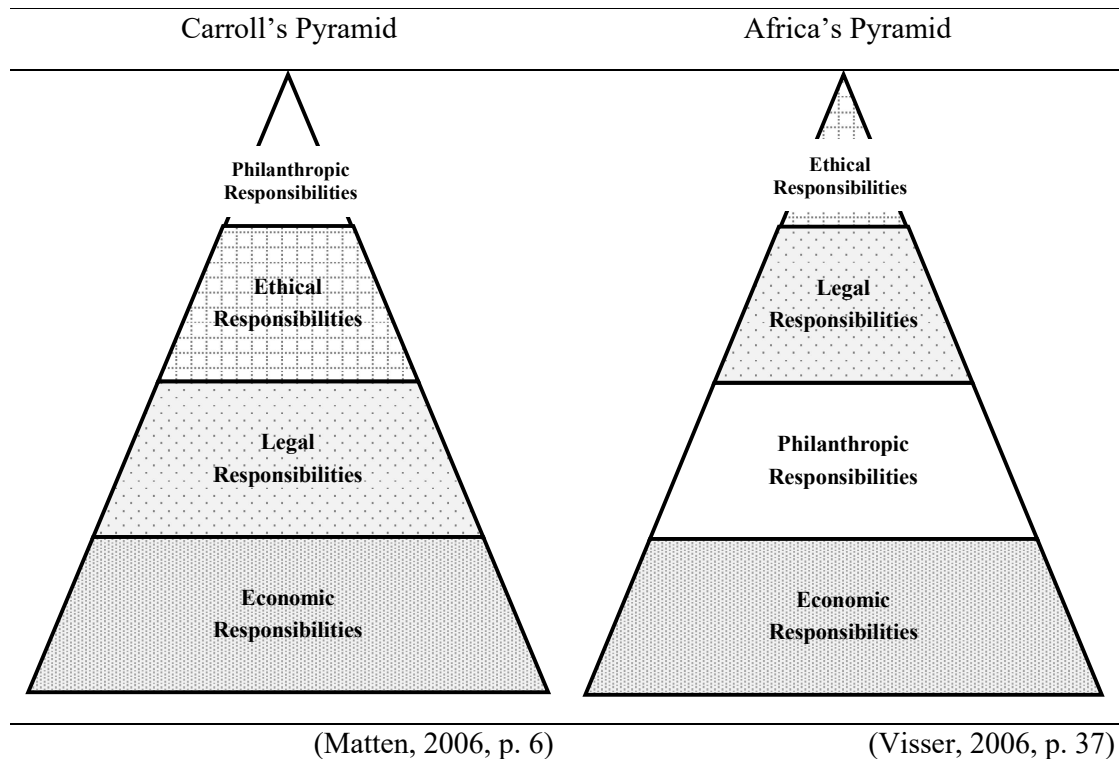
This chapter looked at a commonly used definition of CSR by Archie B. Carroll, which has been described amongst other things as “the best-known definition of CSR” (Tallio, 2013) and “one of the most well-known concepts of CSR” (Rungeler, 2009, p. 7). Carroll (2015, p. 90) defines CSR as encompassing “the economic, legal, ethical, and discretionary (largely philanthropic) expectations that society has of organisations at a given point in time”. These expectations were initially developed in 1979 as a theory with four parts, and then in 1991 were depicted in a pyramid format (Carroll, 2016, p. 7).

Carroll’s pyramid embodies obligations of what is expected of corporations by society. Under philanthropic responsibilities, corporates are expected to “be a good corporate citizen” (Carroll, 2016, p. 4) and be voluntarily involved in “support of wider societal entities” (Furrer, 2016, p. 220). Ethical responsibilities “represent the norms and values of a society” (Rungeler, 2009, p. 8) and are expectations that corporates will “adhere to societal moral codes of conduct” (Furrer, 2016, p. 220) and engage in activities that are “right, just and fair and try to avoid harm in what they do (Carroll, 1991, p. 42). Legal responsibilities require corporates to comply with laws

and regulations in carrying out their business activities (Carroll, 2016, p. 3; Furrer, 2016, p. 220). Corporates should abide by the law and “respect and not infringe the ‘social contract’ between business and society” (Rungeler, 2009, p. 8). Economic responsibilities “refer to the business’s financial performance” (Furrer, 2016, p. 220), and advocate for the profitability of corporates and incentives for shareholders (Carroll, 2016, p. 3). Economic responsibilities are viewed as the foundation upon which all other business responsibilities rest (Rungeler, 2009, p. 8).

Carroll’s model is criticised for being “strongly biased towards the US with limited global applicability” (Lindgreen *et al.*, 2009, p. 430), a criticism that Carroll accedes to, confirming that when the original four-part model of CSR was first developed in 1979 “it was clearly done with American type capitalistic societies in mind” (Carroll, 2016, p. 7). Visser (2006, p. 37), a prominent scholar on CSR in Africa and a critic of Carroll’s model, considers culture as influencing CSR’s priorities in Africa, resulting in Carroll’s pyramid being ordered differently (Visser, 2006, p. 37) as illustrated in Figure 1.

**Figure 1: Carroll’s Pyramid in Comparison to CSR Practice in Africa**



In Figure 1, Visser (2006, p. 37) proposes that economic responsibilities are ranked first, followed by philanthropic, legal, and ethical responsibilities in Africa. Though no empirical study has been undertaken, Visser (2006, p. 37) argues that in Africa: ethical responsibilities involve the adoption of voluntary codes of governance and ethics; legal responsibilities require corporates to have good relations with government officials; philanthropic responsibilities require firms to invest in corporate social community projects; and economic responsibilities involve the provision of investments, job creation and payment of taxes.

In defence of the ranking given to legal and ethical responsibilities, Visser (2006, p. 49) states that “it is not suggested that legal and ethical responsibilities should get such a low priority, but rather that they do in practice”. Lindgreen *et al.* (2009, p. 431) put forward that the reasons for Visser’s (2006) rankings are that high unemployment, debt, and poverty in Africa are why economic responsibilities get the most emphasis, whilst global statistics on corruption in Africa suggest that ethics ranks the lowest of CSR priorities.

As CSR is a topic with various definitions that potentially mean different things, three other definitions from StachowiczStanusch (2016, p. 16) are considered to reinforce the understanding of CSR that this study will be following:

“The Commission of the European Communities defines CSR as “the responsibility of enterprises for their impacts on society”.

“Kotler and Lee (2006) also defined it as “a commitment to improve community well-being through discretionary business practices and contributions of corporate resource”.

“World Business Council for Sustainable Development (WBSCD) defines CSR as ‘the ethical behaviour of a company toward society ... management acting responsibly in its relationships with other stakeholders who have a legitimate interest in the business’”.

Ethics are mentioned in two of the definitions, responsibility in two of the definitions, society/community in all four of the definitions (including Carroll’s). To sum it up, the key points taken from these four definitions are that CSR is an ethical obligation of a corporation to act responsibly to improve society’s well-being.

### 2.3 Theory or Theoretical Perspective

A theory shows one's understanding of a concept, with the typical textbook definition of a theory being that it is meant to describe, explain, or predict (Shoemaker, Tankard & Lasorsa, 2003, p. 6). CSR is a concept with multiple varying definitions, and as such, it is not surprising that many theories pertain to it. To simplify, Frynas and Yamahaki (2019, p. 26) categorise these theories into those which are related to the external drivers of CSR and those which are related to the internal drivers of CSR: the theories which are related to the external drivers tend to be a consequence of social relationships and societal norms; whereas those related to internal drivers are affected by decisions made by management, the financial implications, and ethical views. Table 2 depicts the two main categories of theories, according to Frynas and Yamahaki (2019, p. 26).

**Table 2: Main Theoretical Perspectives on CSR**

Theory	Explanation of company behaviour
<i>Theories related to external drivers</i>	
Stakeholder theory	Firms are affected by stakeholder actions and, therefore, must attend to their interests.
Institutional theory	Firms' survival and growth depend on acquiring legitimacy within institutional environments.
Legitimacy theory	Firms operate on the basis of a social contract with society, and their survival and growth depend on legitimacy.
Resource-based view	Performance differentials among firms are influenced by firm-specific non-market resources and capabilities.
<i>Theories related to internal drivers</i>	
Agency theory	Managers, as agents have distinct incentives and objectives from their principals.
Resource dependency theory (RDT)	Firms' survival and growth hinges on accessing requisite resources from external parties.

(Frynas & Yamahaki, 2019, p. 26)

Out of the eight published papers on CSR in Botswana, only two looked at the theoretical frameworks underpinning their studies., In their paper on CSR reporting in Botswana's Banking Industry, Botshabelo *et al.* (2017, pp. 228, 229) discuss stakeholders' influence in

relation to the stakeholder theory; and the responsibility of companies to demonstrate that their actions are legitimate in relation to the legitimacy theory. Mbekomize *et al.* (2019, p. 53), in their paper on the impact of corporate governance on CSR disclosures, propose that agency theory explains the relationship between the owners and managers of firms while legitimacy theory, stakeholders' theory and institutional theory explain the firm's motive for CSR disclosure practices.

In this study, the stakeholder theory explained the rationale behind corporates concern with the welfare of the community, who, in essence, are stakeholders of the corporate. The resource dependency theory looked at the relationship between corporates and NGOs as this study investigated CSR in Botswana through the lens of CSR partnerships between corporates and NGOs.

### ***2.3.1 Stakeholder Theory***

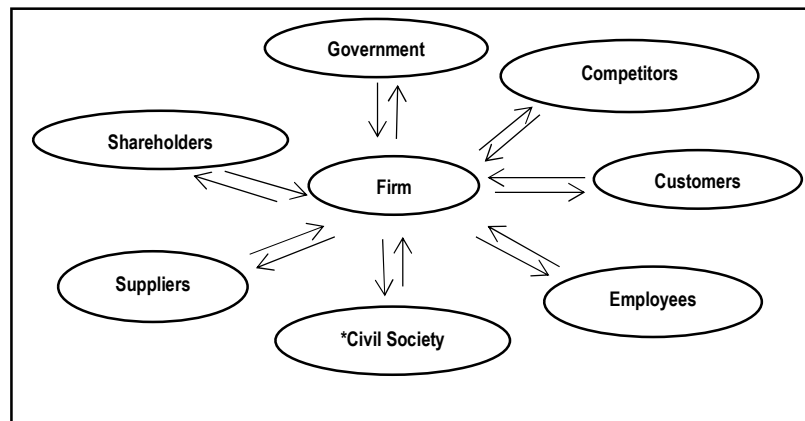
The stakeholder theory is viewed as a “direct challenge and alternative to the shareholder value model” proposed by Milton Friedman, which views the firm's only responsibility as the maximisation of shareholder wealth (Sun, Stewart & Pollard, 2010, pp. 7, 8). The stakeholder theory points out that in addition to a manager's responsibility to shareholders, managers are “entrusted also with a responsibility, fiduciary or otherwise, to all those who hold a stake in or a claim on the firm” (Pearlson, Saunders & Galleta, 2020, p. 281). The stakeholder theory is “a theory about business and ethics...and running a responsible business” (Lange & Bundy, 2018, pp. 367, 372). Stakeholders can be an all-encompassing term that could cover the entire economy (Freeman *et al.*, 2010, p. 229); thus, it is essential to define who the stakeholders of the firm are otherwise the company will have too broad a base of stakeholders. These stakeholders and their interests should be “identified and addressed to maximise firm performance” (Länsiluoto, Järvenpää & Krumwiede, 2013, p. 228).

R. Edward Freeman earned the reputation of being the father of the stakeholder theory following his publication in 1984 of ‘Strategic Management – A Stakeholder Approach’. The central idea behind Freeman's work was that managers should “satisfy all and only those groups who have a stake in the business”, with the success of the business ensured through a focused approach to assimilate the relationships of the several stakeholders in the business (Freeman & Mcvea, 2001).

Banerjee (2009, p. 26) refers to Donaldson and Preston’s (1995) formulation of stakeholder theory which identifies that stakeholder theory can be descriptive, instrumental and normative: descriptive – a firm mingles with a broad range of groups with varying interests and demands, instrumental – it provides a basis for exploring a firm’s CSR activities and other corporate performance like profitability, revenue, return on investments, and normative – it acknowledges stakeholders that do not have contractual relationships with the firm.

Fassin (2012, p. 88) notes that “except for a few authors, the reverse notion of stakeholder reciprocity has been ignored”. Fassin (2012, p. 90) explains that stakeholder reciprocity does not mean that stakeholders cannot disagree with the firm but should instead be constructive in their interactions and steer away from “unfair actions that could unnecessarily harm the corporation and other stakeholders”. Matten (2006, p. 17) agrees with Fassin, as shown in Figure 2, which depicts Matten’s (2006) view of the stakeholder theory. It portrays the stakeholder theory as having reciprocal flows between the firm and the stakeholders. This illustration highlights that stakeholders also have responsibilities towards the firm.

**Figure 2: Stakeholder Theory**



*\*Civil society refers to pressure groups, local communities, non-governmental organisations etc.*

(Matten, 2006, p. 17)

One of the stakeholder theory’s criticisms is the lack of consensus on what a stakeholder is. Sun *et al.* (2010, p. 9) criticise stakeholder theory on the premise that it has a narrow view of stakeholders, and the problem with this is that these stakeholders could be self-serving, exerting pressure on the company at the expense of the environment and the society at large. Stakeholder



identification is a recurring issue for the stakeholder theory (Boucher & Rendtorff, 2016). The plethora of definitions leads to Miles (2017, pp. 437, 438) considering this as “indicative of the richness of stakeholder theory” and to Miles (2017) admission that this richness is the main weakness of the theory as it has led to conceptual confusion, which some have used to discredit stakeholder theory. Phillips *et al.* (2019, p. 11) suggest that Freeman has been misquoted by many resulting in a misunderstanding of the theory and the “perceived lack of theoretical agreement within stakeholder theory.

Cooper (2017, p. 25) points out that stakeholder theory fails to provide stakeholders with rights, does not provide for stakeholder management and is not a theory but a research tradition as it incorporates other theories when assessing stakeholder influences; thus, research cannot be grounded in the stakeholder theory. The libertarian political theory and the integrative social contracts theory (ISCT) (Freeman *et al.*, 2010, pp. 218, 219) are some of the theories that Cooper (2017) is referring to. The ISCT provides an avenue to think about “explicit and implicit norms that govern exchange, the cooperation of individuals, the operation of firms and the function of markets” (Freeman *et al.*, 2010, p. 219). Prior work done by Freeman and Phillips (2002) suggests that stakeholder theory has roots in the “libertarian principles of personal freedom, voluntary association and individual responsibility” (Freeman *et al.*, 2010, p. 218).

Despite criticisms of the stakeholder theory, it “provides important insights into the ways in which firms and their managers interact with NGOs, governments, and other actors” (Doh & Guay, 2006, p. 56). The stakeholder theory’s key strength is that it is a bottom-up approach to business that considers the business’s objectives, ethics and what the society wants (Raimi, 2017, p. 72). A study by Choongo *et al.* (2017) on 221 small-to-medium Zambian enterprises (SMEs) found that the stakeholder theory partially explained the relationship between SMEs and CSR. Choongo *et al.* (2017, p. 38) defined stakeholders as: employees, clients, the media, public opinion, regulators, suppliers, banks and competitors. These Zambian SMEs did not succumb to pressure to participate in CSR from their stakeholders; however, Choongo *et al.* (2017, p. 53) found that the main drivers influencing the SMEs’ participation in CSR were financial motivation and moral and ethical motivations. These drivers concur with what Raimi (2017, p. 72) describes as the stakeholder theory’s strengths.

### ***2.3.2 Resource Dependency Theory***

The resource dependency theory (RDT) is built on the three central concepts of “power, resource dependence, and organisational coalitions” (Miner, 2007, p. 346). Davis and Cobb (2010, p. 25) propose that the three core ideas of RDT are based on social context, organisational autonomy, and power – “social context matters; organisations have strategies to enhance their autonomy and pursue interests, and power is important to understand the internal and external actions of organisations”. RDT assumes that “organisations are controlled by their environments” (Childers, 2012, p. 15) and are “dependent for survival and success on the environment” (Pfeffer & Salancik, 2003, p. 3). RDT shows how a company can survive through strategies such as creating cooperations and strategic alliances (Altholz, 2010, p. 39). RDT proposes that organisations are focused on building legitimacy and acceptance with their external stakeholders (Hessels & Terjesen, 2010, p. 205).

RDT is well suited to the CSR partnerships between NGOs and corporates, as RDT suggests that organisations are unable to internally generate either all the resources or functions required to maintain themselves (Wang & Yao, 2016, p. 31) and accordingly form alliances to survive (Altholz, 2010, p. 39). NGOs often require financial and physical resources from their corporate donors, and this could result in organisations being “potentially dependent on the external sources of these resources – hence the characterisation of the theory as resource dependence” (Pfeffer & Salancik, 2003, p. xii). The organisation’s ability to acquire and maintain resources is central to its survival (Pfeffer & Salancik, 2003, p. 2). These resources include social legitimacy, financing, inputs for production and funds received by the organisation for their output to others (Sirmon & Matz, 2013, p. 659). The organisation’s dependence on the environment is not a problem per se, but the environment’s lack of stability or uncertainty is the challenge (Pfeffer & Salancik, 2003, p. 3).

RDT is about managements planned responses to preserve the corporation’s independence and overcome uncertainty in the environment (Demers, 2007, p. 7). Sirmon and Matz (2013, pp. 659, 660) propose that RDT suggests that: (1) management behaviour can be understood in part as a response to the resource dependencies leaders confront; (2) organisational leaders seek to create as much autonomy as possible by, e.g. co-opting others onto their boards of directors, forming joint ventures, lobbying and organising campaign contributions; and (3) internal organisational power dynamics reflect the external constraints and contingencies organisations confront, e.g. higher salaries for leaders and frontline employees of the most critical units.

Internal power dynamics in organisations can change through methods such as outsourcing, and “internal suppliers (e.g., human resource or IT departments) can find that they face potential outside competitors” (Davis & Cobb, 2010, p. 36). RDT is criticised for having gaps in research, with requests for more studies on different resource environments and the role of groups such as cartels, trade associations and oligopolies (Miner, 2007, p. 346).

### ***2.3.3 The Link between CSR, NGOs, Resource Dependency Theory and Stakeholder Theory***

RDT and stakeholder theory are about the relationship’s firms have with the stakeholders; they “share a focus on actors external to the firm, thus providing an apparently natural overlap” (Berman, Phillips & Wicks, 2005, p. B1). In the case of stakeholder theory, management tries to balance the corporation’s responsibilities to its shareholders and the interests of other stakeholders to ensure the organisation’s survival (Matten, 2006, p. 19). In the case of RDT, the relationships refer to the “transactions a given organisation engages in to acquire the necessary resources for their operations”, and the more influential the resource is to the organisation for its operations, “the higher the dependence relationship between the organisation and resource owner” (Gomes *et al.*, 2012, p. 119).

Stakeholder theory stresses the importance of the “moral legitimacy of certain individuals/groups whose interests in the firm should be satisfied directly as corporate objectives” (Mansell, 2013, p. 12). Stakeholder theory ties in well with RDT, which proposes that organisations are dependent on certain stakeholders for critical resources (Berman *et al.*, 2005, p. B2; Lämsiluoto *et al.*, 2013, p. 231). Herremans *et al.* (2016, p. 418) suggest that the connecting link between RDT and stakeholder theory is “the importance and influence of the stakeholders”.

The importance and influence of stakeholders are of interest when studying NGO-corporate partnerships and CSR. Where CSR is not mandated by law, NGO-corporate relationships are likely to be asymmetric. RDT depicts NGOs as the dependent party relying on donors or corporates as they have the funding, skills and resources NGOs often depend on to carry out CSR projects, and this dependence is more evident in NGOs that are unable to “replicate or recreate this support in the absence of that specific partnering organisation” (Lefroy & Tsarenko, 2014, p. 1960). As noted by Vaughan and Arsneault (2014, p. 55), the “acquisition of resources is key to the survival of most non-profits”. For the corporate to fund the NGO or engage in CSR, it would have to identify the NGO or the community as stakeholders vital to

its survival and prosperity, and it would have to “take on board the notion posited by stakeholder theory that it is dependent on certain relationships without which it could neither survive nor prosper” (Boucher & Rendtorff, 2016, p. 59).

Revenue diversification is suggested to reduce dependence for NGOs, but this depends to a large extent on the services that an NGO provides – NGOs that provide mostly public goods rely mostly on government funding whilst those that provide mostly private goods rely on private funding (Vaughan & Arsneault, 2014, p. 55). In contrast, Lefroy and Tsarenko (2014) propose that NGOs’ dependence on corporate partners can be a positive aspect, particularly in CSR partnerships, as (1) many NGOs work within dependence constraints to consistently produce successful outcomes, and (2) the dependence of NGOs on a corporate partner can enhance alliance effectiveness, especially if the dependence is factored into the achievement of objectives.

Where CSR is mandated by law, the government would be an important and influential stakeholder as corporates would have to try to ensure compliance with the laws. If Malik’s (2015, p. 119) view is followed that “NGO and private sector cooperation in the implementation of CSR projects is important”, this would put NGOs and corporates in a reciprocal position where they depend on each other. This notion is embedded in RDT where resource interdependence and exchange from one organisation to another is common and frequent (Wang & Yao, 2016, p. 32). The NGO-corporate partnership would enable corporates to comply with government laws and regulations, and conversely, NGOs would gain access to the funds needed to carry out CSR initiatives. Stakeholder theory is about value creation and trade, and through these partnerships’ corporates could show “how a business could be managed to take full account of its effects on and responsibilities towards stakeholders” (Freeman *et al.*, 2010, p. 9).

The relationship between CSR, NGOs, the Stakeholder theory and RDT can be demonstrated with South Africa’s Department of Trade and Industry’s (DTI) B-BBEE Codes of Good Conduct and Scorecards. The DTI B-BBEE Codes encourage companies to contribute 1% of net profit after tax towards socio-economic development; lack of compliance makes it difficult for companies to secure government contracts (Hinson & Ndhlovu, 2011, p. 72). Trialogue Publications reports that from 2014 to 2020, over ninety percent of South African corporates surveyed contributed to NGOs and more than half of CSI expenditure went to NGOs annually.

Regarding RDT, for South African corporates to succeed or secure government contracts, they “sustain strategic relationships with the central constituents, that is communities” (Moloi, Oksiutycz-Munyawiri & Ndong, 2014, p. 285) by funding NGOs community development projects. In terms of the Stakeholder Theory, South African companies seem to view NGOs as value creators that enable them to comply with the DTI B-BBEE Codes.

## **2.4 Global CSR Legislative Environment**

Globally there are several countries such as France, Denmark, Norway, and South Africa that require companies to report on and disclose their CSR performance; however, there are only three countries India, Indonesia and Mauritius, that have “imposed a mandatory CSR contribution or levy by firms” (Ramdhony, 2018, p. 433).

The Indian government requires companies with (1) a net worth of INR500 crore or more, or (2) a turnover of INR1000 crore or more, or (3) a net profit of INR5 crore or more in the immediately preceding financial year to spend 2% of their average net profits before tax in the three preceding financial years on CSR, failing which they must provide a ‘reasonable’ explanation (KPMG, 2020, p. 14). Guha (2020, pp. 59, 60) thinks that this ‘reasonable explanation’ effectively makes the mandated CSR law “a compulsory regulation with zero enforcement”.

However, despite Guha’s concerns that India’s mandated CSR law is lax in enforcement, an examination of empirical evidence of companies in India by Guha (2020, p. 63) reveals: (1) sharp increases in CSR expenditure post the introduction of the CSR law, (2) higher levels of compliance by larger firms than smaller ones post the introduction of the CSR law, (3) firms that spent more than 2% before the introduction of the law have reduced spending after the law and those that spent less before the law have since increased, and (4) some firms spend more than the 2% required by law. It would seem that what has supported the positive evidence coming from India is that these CSR mandated companies are required to have a Board-level CSR committee and a stand-alone CSR committee, with the main advantage of a stand-alone CSR committee being that it is more likely to bring a more focused discussion on CSR and ensure expenditure is carried out (KPMG, 2020, p. 14).

In Indonesia, Article 74 of the 2007 Company Act No. 40 requires companies in the natural resource industry to have CSR funds and the 2007 Capital Investment Act No. 25 requires all

private companies irrespective of their size and industry to implement corporate social and environmental responsibility (Chang, 2018, pp. 132, 137; Waagstein, 2010, p. 455). In Mauritius, the Finance Bill 2009 “requires all profitable companies to contribute 2% of their preceding year profits towards CSR activities” (Ramdhony, 2018, p. 434). Whether these CSR laws are effective or not is contentious; for example, in Indonesia, law enforcement is weak (Chang, 2018, p. 139) and Mauritius has no statutory obligation to have CSR reports audited (Ramdhony, 2018, p. 440). Indonesia does not specify the amount firms should contribute to CSR, unlike India and Mauritius, which specify that their firms should contribute two percent of profits. Corporates in the United Arab Emirates (UAE) also seem comfortable with a two percent contribution with “many private companies allocating up to 2% of funds to CSR though meeting this percentage is not mandatory” (Gulf News, 2017).

Knudsen, Moon and Slager (2015, p. 85) have analysed the official and unofficial CSR policies used by various European governments. In table 3, using a model initially developed by Fox (2002, p. 4), Knudsen *et al.* have summarised these policies into four types of CSR policies: endorse, facilitate, partner and mandate policies.

**Table 3: CSR Policies and their Regulatory Strength**

Type of policy	Description	Regulatory strength entailed in policies
Endorse	Political support for CSR through general information campaigns and websites, political rhetoric, award and labelling schemes.	Low regulatory strength
Facilitate	Incentives for companies to adopt CSR through subsidies or tax incentives, public procurement.	Medium regulatory strength
Partner	Collaboration of government organisations with business organisations to disseminate knowledge or develop/maintain standards, guidelines and so on.	Medium regulatory strength
Mandate	Regulation of minimum standards for business performance.	High regulatory strength

(Knudsen *et al.*, 2015, p. 85)

CSR endorsing policies raise awareness of CSR and require the government to support and praise CSR initiatives (Fox, 2002, p. 4; Knudsen *et al.*, 2015, p. 87). The government plays a more active role in CSR facilitation policies as it provides “enabling legislation” and creates incentives (Fox, 2002, p. 4) to encourage corporates to participate in CSR. In CSR partnership policies, the government collaborates with firms or business associations, and the government’s role varies from participant to convenor (Knudsen *et al.*, 2015, p. 89). When governments have CSR mandating policies, they launch “regulations and inspectorates”, and companies are at risk of having legal and fiscal penalties imposed on them if they do not comply (Fox, 2002, p. 4). Mandating involves the government taking the most definitive role in CSR through the regulations they make (Knudsen *et al.*, 2015, p. 89).

Tamvada (2020, pp. 11) suggests that CSR should be mandated globally for corporates to implement their CSR obligations and goes on to propose a model “linking responsibility with accountability as a basis for regulating CSR”. Tamvada (2020, pp. 2-5) further states that in many instances where there is no legal accountability, companies might (1) not feel the need to fulfil their social obligations, (2) community needs might not be targeted as companies are free to decide on their responsibilities, (3) companies can adopt CSR codes of conduct that do not meet minimum requirements or reflect CSR practice and (4) corporates will not be compelled to implement CSR (Tamvada, 2020, pp. 2-5).

#### ***2.4.1 A comparison of Botswana and South Africa’s policies***

##### **2.4.1.1 Botswana**

Botswana does not have a CSR policy; however, the three CSR policies, endorse, facilitate, and partner, as categorised by Knudsen *et al.* (2015), are evident. The government of Botswana has tried to endorse CSR through the various ministries CSR related events as reported in the media. The government of Botswana has been a partner of NGOs, local corporates (e.g., Botswana Insurance Holdings Limited, SSI and Ministry of Education literacy partnership) and international corporates (e.g., Bill and Melinda Gates Foundation, Merck & Co, and the Ministry of Health in the ACHAP HIV partnership).

The government of Botswana has tried to facilitate CSR through (1) the various tax incentives it offers, as illustrated in table 1 of this study, (2) section 4.2.1 of the National Non-Governmental Organisations (NGOs) Policy (2012) which states that the obligation of the

private sector is to provide financial and technical support for NGOs through their corporate social investment, (3) section 37 of the Citizen Economic Empowerment (CEE) Policy (2012) which encourages private sector participation in internship schemes and (4) section 40 of the CEE Policy (2012) which seeks full involvement of the private sector in the socio-economic development of the nation. However, despite the lead from the government, Botswana corporations have been lukewarm in their CSR investments, with the amounts they fund NGOs considered to be inadequate and insignificant (Mahambo *et al.*, 2016, p. 168; Nair, 2014, p. 20) and their general approach to CSR considered to be once-off and not long term in nature (Mmegi, 2016).

Section 4.2.1 of the National NGO Policy (2012), which is an obligation of corporates, seems to be misplaced and will likely not be seen by corporates. The policy document was compiled by the Ministry of Labour and Home Affairs in consultation with many organisations, including the eight ministries of (1) the Ministry of Environment, Wildlife and Tourism, (2) the Ministry of Finance and Development Planning, (3) the Ministry of Local Government, (4) the Ministry of Mineral, Energy and Water Resources, (5) the Ministry of Agriculture, (6) the Ministry of Education and Skills Development, (7) the Ministry of State President, and (8) the Ministry of Works Transport and Communication. However, the Ministry of Investment, Trade and Industry (MITI) is not included in consultations, although this obligation pertains to the private sector, which largely falls under MITI's wings.

As will be shown in section 2.4.1.2 of this study, although South Africa has not mandated CSR, it has made it difficult for its corporates not to participate in CSR. Botswana does not currently have a mandatory CSR policy; perhaps it should consider imposing minimum CSR expenditure guidelines for corporates, coupled with punitive measures for failure to comply with procedures such as those outlined in section 4.2.1 of the National NGO Policy (2012) and sections 37 and 40 of the CEE Policy (2012).

#### **2.4.1.2 South Africa**

In South Africa, CSR is voluntary. CSR is the umbrella term for corporate social investment (CSI), enterprise development and socio-economic development (Postma, 2011, p. 28). CSI is more concerned with sustainable development, governance, and partnerships (Hinson &



Ndhlovu, 2011, p. 69). CSI is closely aligned with this study, which is mainly concerned with sustainable CSR and partnerships.

However, CSR in South Africa is not voluntary in the true definition of voluntary as there are codes and policies that essentially make CSR mandatory. For instance, the King IV Report on Corporate Governance includes “some specific affirmative actions, rules, initiatives and stakeholder provisions” that address CSR and sustainability (Sampong *et al.*, 2018, p. 3). Hinson and Ndhlovu (2011, p. 72) highlight that the DTI B-BBEE Codes of Good Conduct and Scorecards encourage companies to play a more active role in alleviating poverty and reducing inequalities by contributing 1% of net profit after tax (NPAT) towards socio-economic development. These codes are not compulsory; however, it is difficult for companies that do not comply with the DTI B-BBEE Codes of Good Conduct and Scorecards to secure government contracts (Hinson & Ndhlovu, 2011, p. 72). Industry charters also have procedures for corporates to follow; for instance, the mining charter has regulations concerning health and safety and environmental protection (Hinson & Ndhlovu, 2011, p. 74).

To highlight the influence the DTI B-BBEE Codes of Good Conduct and Scorecards have had on CSI in South Africa, Trialogue (2020, p. 38) reports that in 2020 forty-nine percent of companies used 1% of NPAT as prescribed by the DTI B-BBEE scorecard to calculate their CSI budget compared to thirteen percent of companies in 2003 before the codes came into effect. Company decision/board approval was the preferred methodology to calculate CSI budgets, with fifty-five percent of companies employing this method in 2003 compared to nineteen percent of companies in 2020 (Triologue, 2020, p. 38).

The amounts spent by South African corporates on socio-economic development initiatives are not small; an average of R9.2 billion per annum was allocated towards these initiatives over seven years (Triologue, 2014 – 2020). Eighty-one percent of corporates surveyed by Trialogue (2020, p. 40) indicated that ‘moral imperative’ was one of the top three reasons they engaged in CSI in 2020; however, this is followed by fifty-three percent of companies indicating ‘licence-to-operate obligations’ and forty-two percent of companies DTI B-BBEE codes. Thus, though CSI is voluntary, it would seem that the various regulations and industry charters South Africa requires its corporates to follow played a role in encouraging corporates to participate.

## **2.5 Corporates and the Adoption of CSR Programmes**

In countries where it is not mandatory for corporates to engage in CSR, there are various reasons why corporates adopt CSR programmes. Porter and Kramer (2006, p. 3) state that proponents of CSR use the four reasons of “moral obligation, sustainability, licence to operate and reputation” to justify why CSR should be adopted. Moral obligation refers to corporates doing the right thing or, as Carroll (2016, p. 4) phrases it “be a good corporate citizen”; sustainability is about maintaining the environment for future generations; licence to operate refers to abiding by rules from governments and other stakeholders; and reputation is about improving the corporate’s image and brand (Porter & Kramer, 2006, p. 3).

Advocates of CSR believe that CSR can help corporates improve their performance as it can “retain good employees, win consumers and brand loyalty, reduce risks, and build goodwill with the public and investors” (Mullerat, 2010, p. 34). Pedersen and Neergaard (2016, p. 81) split motives for engaging in CSR into internal and external drivers: under internal drivers, they mention a commitment by management to social and environmental issues, the motivation and retention of employees, a way to manage quality and strengthening processes and product innovation; and under external drivers, they mention compliance with regulations, a tool to enter new markets, a way to improve corporate image and community relations, a response to pressure from society, a way to improve customer loyalty and a way to attract new employees.

The United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) (2013, p. 315) suggests two ways of practising CSR; either CSR is separate from core operations or integrated into core operations and the value chain. The two ways of practising CSR sound like Aguinis and Glavas’s (2013, p. 315) embedded versus peripheral CSR. Embedded CSR is part of the organisation’s strategy and its daily routines and operations; in contrast, peripheral CSR is when initiatives are related to strategic goals but are not part of the company’s daily operations and routines and do not generate business revenue directly (Aguinis & Glavas, 2013, p. 316).

The scholars Dartey-Baah and Amponsah-Tawiah (2011, p. 130) propose that “CSR in developing countries is most directly shaped by the socio-economic environment in which firms operate and the development priorities this creates”. However, if CSR is only linked to the socio-economic environment, there is a risk that the “lack of tangible results could become a barrier to the adoption of CSR practices” (Cooke & He, 2011, p. 98) or lead to a reduction or

cessation in CSR expenditure when times are tough. McElhaney (2008, p. 48) suggests that corporates should tie CSR to their business objectives so that the CSR initiative will not get cut during the budget season – as often does philanthropy – because it will be linked to sales or growth or employee satisfaction or brand loyalty. African businesses are generally viewed as “setting up CSR initiatives without formalising them as such” (Barry, 2015, p. 3). “The fundamental problem with CSR practice is that companies usually do not have a CSR strategy, but rather numerous disparate CSR programmes and initiatives” and this could be remedied by corporates having a CSR strategy that can unify its various initiatives under one umbrella (Rangan, Chase & Karim, 2012, p. 4).

In order to have a “cohesive, integrated CSR strategy that plays on its core strengths and institutional capabilities” (Sengupta, 2018, p. 421), corporate leaders could follow McElhaney’s (2008, p. 48) suggestion for corporates to have a cross-functional CSR committee that helps to develop CSR strategy and is also in charge of enacting this strategy in the members’ respective units. Aguinis and Glavas (2013, p. 328) point out that CSR should not be “treated as the agenda of the C-suite or a few selected individuals” as most organisations intend to implement CSR across the organisation. Corporate leaders are vital to CSR practice as they have a significant role to play in promoting ethical and moral behaviour in their organisations (Rangan *et al.*, 2012, p. 3; Gorski, 2017, pp. 373, 374). Fernando (2009, p. xxvi) proposes that it is the top management that sets the tone for CSR. However, it should be noted that a change in leadership can result in a change in strategy as “different executives have different assumptions” (Filho *et al.*, 2010, p. 296).

There are numerous studies and articles that can be found in the literature on how CSR strategies should be structured and whether CSR strategy should or should not be part of an organisation’s strategy; however, that is beyond the scope of this paper. Whatever way an organisation chooses to adopt CSR, having a plan or strategy that gives clear guidance can contribute to the success of the organisations CSR efforts.

## **2.6 CSR Partnerships between NGOs and Corporates**

### ***2.6.1 Definition of NGOs***

NGOs like CSR can be defined in many ways. They are diverse in character and “cover a range of organisations within civil society, from political action groups to sports clubs” (Lekorwe & Mpabanga, 2007, p. 3). They exist to pursue a broad range of goals such as influencing terms

of world trade and providing humanitarian relief to destitute people (Keim, 2003). The World Bank (1995, p.7) defines NGOs as “private organisations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development”. Vakil (1997, p. 2060) defines NGOs as “private, self-governing, not-for-profit organisations that are geared to improving the quality and sustainability of life”. Willetts (n.d.) defines NGOs as “an independent, voluntary association of people acting together on a continuous basis for some common purpose, other than achieving government office, making money or illegal activities”. The definitions given by The World Bank (1995) and Vakil (1997) are similar in that both suggest that the purpose of NGOs is to improve the lives of those in the community, whereas Willetts (n.d.) definition has a non-specific common purpose.

NGOs can take on four public roles: advisor, advocate, organiser and partner (Rademacher & Remus, 2017, p. 404). As advisor’s NGOs are involved in research, consulting and advising for government and private companies, as advocates they make calls for action for a particular cause, as an organiser, they arrange protests for a cause, and as a partner, they cooperate with government and private companies in various development projects (Rademacher & Remus, 2017, p. 402). Of interest to this study is NGOs’ role as partners to the private sector, where the goal is to improve the lives of those in the community.

NGOs are supposed to be ‘independent’ (Willetts, n.d.) and ‘self-governing’ (Vakil, 1997). However, their proficiency in development has led to some of them taking over roles in “service delivery and market relations” (Baur & Schmitz, 2012, p. 12), roles that “NGOs were advocating governments to improve” (International Institute for Environment and Development, 1998, p. 1). As advisors and partners, NGOs usually rely on government and private organisations’ funding to carry out development projects (International Institute for Environment and Development, 1998, p. 2). The reliance on government and other private organisations for funds could compromise the autonomy of NGOs as they could become “more responsive to their funders” (United Nations Human Settlements Programme, 2003, p. 158), “dance to the tune of the donor” (International Institute for Environment and Development, 1998, p. 2) and neglect the interests of the people they purportedly represent.

NGOs lend credibility to corporates community efforts when they partner with corporates. However, there is a risk of increased “co-optation...the process of aligning NGO interests with

those of corporations” (Baur & Schmitz, 2012, p. 10). As a recipient of donor funds, NGOs are in a vulnerable position. In addition to losing their independence and identity, NGOs could also struggle to challenge accepted norms (International Institute for Environment and Development, 1998, p. 2) in their roles as advocates and organisers. Baur and Schmitz (2012, p. 18) suggest that to reduce co-optation, solutions to social problems should not be market-driven, corporations should be more open to receiving feedback from NGOs, and corporations should ensure NGO accountability through measuring the effectiveness and impact of NGO activities. Poret (2014, p. 13) suggests that NGOs should be evaluated via external audits and that NGOs should have more than one corporate partner to prevent financial dependence.

If an NGO serves in more than one role, for instance, as an advisor who receives payment for services from corporate A, as a partner that receives funding or donations from corporate B, as an advocate holding corporates C and D to account, and as an organiser who launches a boycott campaign against corporate E, they must ensure that they are able to explain and manage their roles, (Rademacher & Remus, 2017, p. 403; Poret, 2014, p. 12). NGOs must fulfil every expectation and standard they demand from others as they are at higher risk of losing legitimacy than any other organisation, and if they transgress, they could struggle to regain public trust (Rademacher & Remus, 2017, p. 403). “Credibility and legitimacy constitute critical capital for NGOs”, and they should ensure their messages and actions are consistent, and when they partner with a corporate, they should choose trustworthy companies (Poret, 2014, p. 12).

### ***2.6.2 Reasons for CSR Partnerships between NGOs and Corporates***

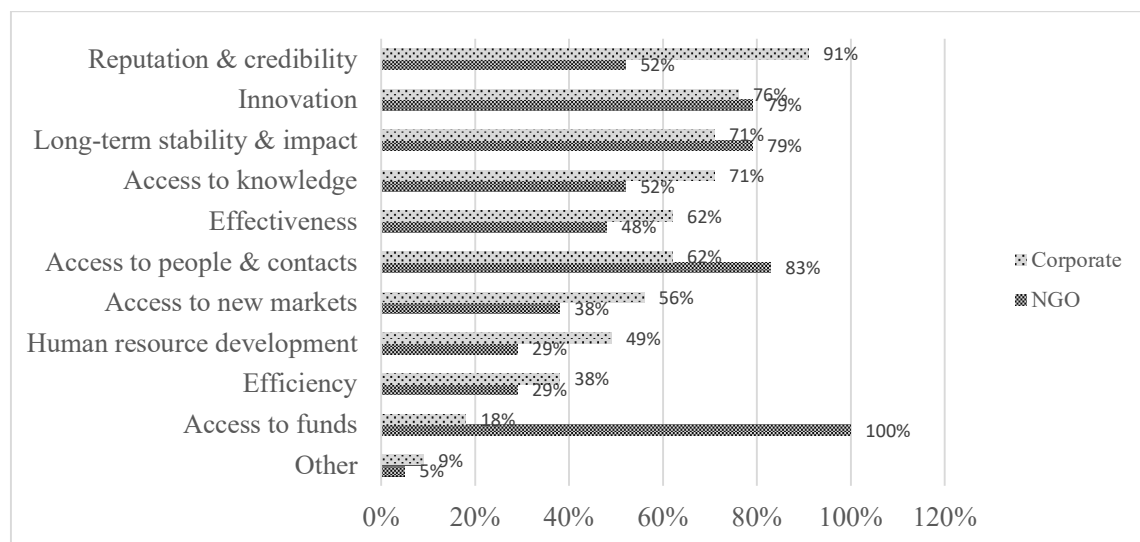
The literature identifies four types of partnerships or cross-sectoral social partnerships as they are also known: partnerships between non-profit organisations and business, partnerships between governments and business (public-private partnerships), partnerships between governments and non-profit organisations, and tri-partite partnerships that cross all sectors (Selsky & Parker, 2010, p. 24; Seitanidi & Crane, 2014, p. 3). This study is interested in partnerships between non-profit organisations / NGOs and business.

Partnerships between corporates and NGOs can go by many different names, “strategic alliances, affiliations, consolidations, inter-organisational collaboration, organisational networks, non-profit collaboration” (Mendel & Brudney, 2018, p. 30). Many reasons can be found in the literature explaining CSR partnerships between firms and NGOs. Rademacher and Remus (2017, p. 404) point out that in certain instances, partnerships between NGOs and

corporations “can be seen as business partnerships in a traditional sense, opening up benefits for both sides”, with CSR developing into a field of business for NGOs. Though, in developing countries, Jamali and Keshishian (2009, p. 292) found that business-NGO partnerships are more symbolic and “are not at a strategic level supporting the competitive advantage of the firm” and are more about “‘satisficing’ than ‘maximising’ and a philanthropic approach is considered satisfactory on both sides”.

NGOs also partner with corporates as they may share the common goal of wanting to address the political and economic conditions caused by the government’s failure to tackle socio-economic issues that have contributed to a rise in societal problems (Kolk, 2014, p. 16; Poret, 2014, p. 12; Toker, 2015, p. 396), as witnessed in many parts of Africa (Cheruiyot & Onsando, 2016, p. 98). Partnerships between NGOs and corporates can enable corporates to “establish credentials of responsible corporate citizenship” (Baur & Schmitz, 2012, p. 9). NGOs bring a wealth of experience to the partnerships and are well versed in the local conditions, local context and actions that will be successful in a community (Forrer, 2017, p. 195). In contrast, corporates have the technical know-how are innovative, strategic, have a business-like approach to problem-solving and sometimes contribute funding or other resources to the partnerships (Forrer, 2017, p. 195).

**Figure 3: Why Companies and NGOs Engage in Partnerships with Each Other**



(C&E Advisory Services Limited, 2019, p. 8)

Figure 3 highlights the reasons for NGO-corporate partnerships from the Corporate – NGO Partnerships Barometer 2019. The Corporate – NGO Partnerships Barometer 2019 conducted an online survey of 101 leading UK-based and international companies and NGOs engaged in corporate-NGO partnerships and found that these partnerships’ leading motivations include reputation and credibility for corporates and access to funds for NGOs.

Kolk (2014) identifies seven different types of partnerships that companies and NGOs are most often involved namely social investment, capacity building, business, marketing, advocacy, brokering and other (see table 4). The partnership types identified by Kolk (2014), particularly those of capacity building, business, advocacy and brokering, are not that different from the four public roles of NGOs as identified by Rademacher and Remus (2017, p. 404) in section 2.6.1 of NGOs as advisor, advocate, organiser, and partner.

**Table 4: Types of Partnerships in which Companies and NGOs are Most Often Involved**

Partnership Type	Description
Social investment	Providing/receiving support via donations of cash, products, gifts in kind, employee fundraising.
Capacity building	Focused on empowerment, sustaining/bringing about behavioural change, via employee engagement, institution building.
Business	Advisory services to improve business/organisational practices, social business development, social or commercial, alternative technology or product development.
Marketing	Cause-related marketing, product licensing, and sponsorship.
Advocacy	Issues-driven partnerships/campaigns aimed at changing business practices or policy.
Brokering	Facilitating large-scale initiatives, bringing together a range of players, also at local levels, to, e.g., match expertise or other contributions.
Other	Initiatives that are highly innovative, unexpected and ‘ahead of the evidence’.

(Kolk, 2014, p. 17)

### **2.6.3 Challenges in Establishing Partnerships**

NGOs make ideal partners for corporations as they are perceived to be more flexible and adaptive than governments, quick to respond to people’s needs and cost-effective (Lekorwe &

Mpabanga, 2007, p. 4). However, it can sometimes be difficult for partnerships between NGOs and business to transform into meaningful partnerships due to the differences in the expectations of the collaboration by both business and NGOs (Mendel & Brudney, 2018, p. 30). The way businesses think is not the same as NGOs. Capitalism – even philanthrocapitalism focuses on the financial bottom line first, whereas NGOs focus on the common good, i.e., social transformation, not on money (Joyaux, 2011, p. 9). Partner selection, risk assessment techniques, reporting mechanisms, striking a balance between personal relationships, and formalising the partnership with clear responsibilities are some of the challenges that can be faced when establishing partnerships (Seitanidi & Crane, 2009, p. 421). One possible way to overcome NGOs’ challenges in establishing partnerships with business is to follow Mauritius’s model between NGOs – Business – Government. After Mauritius’s Budget Speech 2018 – 2019, instead of businesses giving funds directly to NGOs, they contributed funds to the National Social Inclusion Foundation, which as the central body, it receives and allocates public funds to NGOs (National Social Inclusion Foundation, 2018, p. 3).

#### ***2.6.4 Criteria for a Successful Partnership***

For a partnership to be successful, Kanter (1994) proposes that eight criteria should be met: individual excellence, importance, interdependence, investment, information, integration, institutionalisation, and integrity. Mohr and Spekman (1994, p. 138) suggest that more successful partnerships tend to have higher levels of commitment, coordination, interdependence, and trust than less successful partnerships. Rein *et al.* (2005, p. 26) propose that in the initial stages of the formation of a partnership, partners should be carefully selected, there should be a consistent and explicit commitment to the partnership from the outset, and governance and communication structures should allow for the evolution of the partnership. Trafford and Proctor (2006, pp. 121-124) refer to the ‘COPEd’ model as a prerequisite for partnership success: communication, openness/trust, planning/strategy, ethos, direction/leadership. Jamali, Yianni and Abdallah (2011, p. 380) propose that partnering success factors include: close knowledge base, incentives for sharing knowledge, clarity of agreement, intense repeated interactions, strong connectivity, partner diversity, exchange of conventions, trust and credibility, communication, and coordination, leveraging core competence and common objectives. Barroso-Méndez, Galera-Casquet and Valero-Amaro (2015, p. 192) suggest that for a partnership to succeed, there must be: shared values, absence of opportunistic behaviour, trust, commitment, relationship learning, cooperation and functional conflict. Remund and McKeever (2018, pp. 320-321) propose that in successful



partnerships: partners work closely together, have shared core values and operating principles, transparency, planning/strategy, and leadership is distributed across the corporate and NGO. From the literature, commitment, common goals, communication, coordination, interdependence, and trust seem to be consistent requirements for partnership success.

## **2.7 Monitoring and Evaluating the Performance of CSR Programmes**

Monitoring and evaluating (M&E) programmes enables organisations to improve performance and achieve results (United Nations Development Programme Evaluation Office, 2002, p. 5). M&E also helps organisations enhance their offering by learning from prior experiences, developing their service delivery system, optimizing their allocation of resources, and supporting the programmes' result to their key stakeholders (Prasad & Kumar, 2011, p. 79). If M&E is not done, it makes it difficult to ascertain if projects are “going in the right direction, whether progress and success could be claimed, and how future efforts might be improved” (United Nations Development Programme Evaluation Office, 2002, p. 5).

M&E is by no means an easy task as there are no fixed rules or widely accepted standards or norms that cut across various industries (Anderson & Abensour, 2017, p. 260). Various organisations typically have their own frameworks for M & E initiatives (Erogbogbo *et al.*, 2013, p. 65). Globally, corporates and NGOs can look at guidance from the GRI Standards for global best practice for reporting on a range of economic, environmental and social impacts (GRI, n.d.); however, the GRI Indicators focus on outputs and not outcomes or impacts (Anderson & Abensour, 2017, p. 264).

Various scholars suggest that M&E metrics for CSR programmes should reflect outputs, outcomes, and impact. Outputs are what is counted, such as the number of people served and are a direct result from an activity and usually answer the question, how many (Anderson & Abensour, 2017, p. 266; Morino, 2011, p. 9; Van Tulder *et al.*, 2016, p. 5). Outcomes encompass new practices and behaviours (Gray & Purdy, 2018, p. 147) and serve as the basis for accountability as they are what an organisation wishes to achieve, such as expected changes in knowledge, skills, attitudes and status and are often measured in number or percentage increase or decrease (Anderson & Abensour, 2017, p. 267; Morino, 2011, p. 9).

Morino (2011, pp. 1, 3) suggests that NGOs should “manage to outcomes” but acknowledges that this is a difficult task for the majority of NGOs as they do not have the benefit of good

information and tools, their leaders frequently lack management skills, and funders often do not provide sufficient financial support to enable NGOs to “manage to outcomes”. Outcomes can only be established through NGOs continuously and rigorously collecting and making use of information to guide the management of their organisations (Morino, 2011, p. 3). However, data collection involves costs leading to overhead expenses, and most donors only want to fund programmes and do not want overheads to dilute their donations (Morino, 2011, p. 3). Table 5 shows the difference between goals based on outputs and goals based on impacts.

**Table 5: Goals Based on Outputs versus Goals Based on Impacts**

Goals Based on Outputs	Goals Based on Impacts
We want to deliver meals to 10,000 homeless people.	We want to reduce hunger by 5%.
We want to provide 1 million insecticide-soaked bed nets.	We want to reduce malaria by 5,000 cases.
We want to convert 10,000 families from cooking with wood to cooking with gas.	We want to reduce residential carbon dioxide emissions by 50%.
We want to teach reading to 500 primary school students.	We want to increase literacy in the village by 10%.

(Epstein & Yuthas, 2014, p. 4)

Impacts are the most difficult of the three to measure; they are what an organisation aims to effect (Morino, 2011, p. 9; Van Tulder *et al.*, 2016, p. 5). They capture actual improvements in sustainability or material well-being (Gray & Purdy, 2018, p. 147). For example, if a company replaces an old technology with a new, more efficient one (outcome), this will automatically reduce greenhouse gas emissions (impact) in the outside world (Skjaereth & Wettestad, 2009, p. 34). Impacts require third-party data to determine societal and business impacts (Anderson & Abensour, 2017, p. 267). Impacts are analytically and methodologically challenging to measure due to a shortage of analytical frameworks (Van Tulder *et al.*, 2016, p. 3; Skjaereth & Wettestad, 2009, p. 26). Some industry practitioners believe that randomized control trials are the only way to determine whether outcomes produce impacts; however, Epstein and Yuthas (2014, p. 5) suggest that there are many other ways to use both logic and other forms of intelligence and evidence to evaluate and prove impact.

A thesis submitted by Kovacs Kowalke (2009, pp. 33, 34) levels criticism at the ARV CSR programmes of Debswana and Tati Nickel Mine and suggests that they have not been

successful in stemming the increase in HIV/AIDS infections. Reasons for not being successful given by Kovacs Kowalke include that both programmes have overlooked Botswana's underlying social issues regarding gender, cultural and traditional values, stigmatisation and male migration. Muranda (2014, p. 120) comments on Debswana's ARV programme's outputs and notes that since 2001 the programme has increased access to Highly Active Anti-Retroviral Therapy to over 100,000 HIV/AIDS positive Botswana living in communities around its mines. In assessing Debswana's ARV programme, Muranda (2014) looks at the outputs of Debswana's ARV programme but fails to look at the programme's outcomes and impacts. Kovacs Kowalke (2009) attempts to look at the impacts of the Debswana's ARV programme, but Kovacs Kowalke's assessment demonstrates some of the flaws found by Van Tulder *et al.* (2016, p. 3) in research on the impact of partnerships, such as that the research tends to be based on "anecdotal evidence employing prescriptive and 'best practice' reasoning" (Van Tulder *et al.*, 2016, p. 3). Muranda and Kovacs Kowalke's assessments, to some extent, demonstrate the inherent difficulties in measuring impact.

### **2.7.1 Beneficiary Assessment**

It is common practice that "conclusions from the evaluation of development projects are made from the perspectives and interpretations of the evaluators, and the findings may not reflect the realities of the beneficiaries" (Adeleye & Adeleye, 2018, p. 2). Beneficiary Assessment (BA) is a qualitative approach to information gathering, which assesses the value of an activity as its principal users perceive it (Salmen, 1992, p. 1). In other words, BA allows beneficiaries to assess projects from their perspective (Ncube, n.d.), and it gives them the platform to express their beliefs and values and participate in their development (Salmen, 1992, p. 1). Nair (2014, p. 18) suggests that community development programmes' success or failure should be measured from the perspective of the organisation initiating it and from the opinions and attitudes of the beneficiaries.

## **2.8 CSR in Botswana**

The government of Botswana has a few programmes in which firms can engage in CSR activities, such as the National Internship Programme (NIP) (Government of Botswana, 2012b, p. 13) and the Presidential Housing Appeal. Other than these programmes, how are Botswana's corporations engaging in CSR? Unfortunately, there is limited information found in the literature, with eight published articles from 2009 to 2019. In the next three paragraphs,

summaries will be given of the studies undertaken by Lindgreen *et al.* (2009), Nair (2014), and Mahambo *et al.* (2016) as they are the most relevant to this study.

In 2009 Lindgreen *et al.* conducted a study into CSR practices in forty-five Botswana and thirty-nine Malawi organisations. Lindgreen *et al.*'s study divided the organisations into two mixed clusters – nineteen Botswana organisations were in cluster one, and twenty-six Botswana organisations were in cluster two. Some of the findings of Lindgreen *et al.*'s study were that: (1) the economic benefits of CSR were recognised by all managers; (2) the organisations in cluster one practised CSR and were most convinced of the benefits of CSR. They perceived CSR as positively impacting image, financial performance, national/international visibility, and government support; (3) organisations in cluster two were less active in CSR. CSR activities in cluster two were restricted by the board of directors, owners, and shareholders as they were not convinced of the benefits of engaging in CSR activities such as philanthropy and positive environmental practices (Lindgreen *et al.*, 2009, pp. 437, 439).

In 2014 Nair conducted a study on CSR and community development in Botswana that looked at the perspectives of ninety-four randomly selected beneficiaries from seven grant managing institutions / voluntary organisations. Nair (2014, p. 18) proposed that CSR programmes' success or failure depends not only on an organisation's self-assessment but also on the beneficiaries' opinions and attitudes. Nair's (2014, p. 20) study found that seventy-eight percent of the ninety-four respondents felt businesses engaged in CSR to mitigate reputation damage in the community, followed by forty-five percent of the respondents who held the view that businesses spend money for social change in the community. Eighty-three percent of the beneficiaries in Nair's (2014, p. 21) study suggested that CSR could be more effective by focusing on income-generating programmes, followed by forty-six percent of the beneficiaries that suggested more support towards long term programmes. The beneficiaries' perspectives mirror Visser's (2006, p. 37) suggestion in section 2.2 of this study that for CSR priorities in Africa, economic responsibilities should be ranked first, followed by philanthropic responsibilities. Nair's (2014, pp. 19, 22) study also found that the beneficiaries tend to find the motive of firms engaging in CSR as questionable / "malafide"; the NGOs that run the CSR programmes tend to be inexperienced and lack adequate capacity and skills to deliver the programmes; and there is lack of harmony between the businesses, NGOs, and beneficiaries.

Mahambo *et al.* (2016) conducted a study on staff in ten NGOs in Gaborone and surrounding villages to assess the sustainability of NGOs and their socio-economic impact. Key findings include that sixty-three percent of NGOs felt that their organisation had a very high social impact in their community, while only twenty-two percent felt that their organisation had a very high economic impact in their community (Mahambo *et al.*, 2016, p. 166). A possible reason for the NGOs not rating the economic impact they made as high as their programmes' social impact may be that the programmes were not designed to deliver economic impact. Mahambo *et al.*'s (2016, p. 166) finding on economic impact resonates with the beneficiaries' request in Nair's (2014, p. 21) study for more income-generating programmes. Mahambo *et al.* (2016, p. 167) highlight the struggles NGOs have in securing funding from local and international donors and note the moderate assistance from the government of Botswana to NGOs. Mahambo *et al.* (2016, p. 167) suggest that government support is inadequate, and instead, NGOs need immense government support. They acknowledge that this suggestion could be perceived as compromising NGOs but feel that NGOs work complements government efforts. Mahambo *et al.* (2016, p. 172) found that NGOs thought laws and regulations governing CSR by the private sector were desirable. The study recommends that "government should consider regulating CSR towards local NGOs work" as NGOs would be best placed to use funds from CSR for community development.

Large corporates such as Debswana and Kgalagadi Breweries (KBL) have comprehensive CSR programmes covering various aspects such as economic empowerment, healthcare, and infrastructure. For instance, "in May 2001, Debswana became the first company in the world to provide free Anti-Retroviral treatment to its employees" (Debswana, 2017). Debswana also "introduced HIV / AIDS prevention programmes into the workplace and to family and community members" (Warhurst, 2006, p 3). The impact of this type of initiative should be relatively easy to quantify; issues such as (i) sick leave days will likely be reduced, and (ii) early retirement due to prolonged illness will be irrelevant. In both instances, it is a win-win situation for the employer and employee.

Supporting entrepreneurship to address inequalities is encouraged by Nafukho and Muyia (2010, p. 105) as this can help African countries develop human resources that can promote socio-economic development. This suggestion is in some way echoed by eighty-three percent of the beneficiaries in Nair's (2014, p. 21) study who believe that income-generating programmes could make CSR more effective in Botswana. Kgalagadi Breweries Limited

(KBL), has entrepreneurship as the central theme of its Kick-Start CSR programme and through Kgalagadi Breweries Trust which was established more than a decade ago, “the group helps communities around which they make their business” (The Sunday Standard, 2011). For instance, in 2015, one of the Kick-Start beneficiaries received P208 017 to help him expand his concrete placing company, which employs 24 workers (All Africa, 2015). There are many other examples of CSR initiatives by corporates; however, the challenge is that “some companies in Botswana do not have corporate social responsibility programmes as there is no legal instrument that ensures the provision of this important service to the nation” (Mmegi, 2016).

Table 6 highlights the social initiatives undertaken by sixteen listed Botswana Stock Exchange companies in a study done in 2018. It would seem from the study on the listed Botswana Stock Exchange corporates that social initiatives undertaken by these corporates are mostly in seven areas, including education, employees, sports, health, provision of housing/shelter, financial literacy and women and youth. Ten companies invested in educational initiatives, nine companies invested in employee initiatives, five companies invested in sports and fitness initiatives, four companies invested in health-related initiatives, three companies invested in the provision of housing/shelter, two companies invested in financial literacy initiatives, and two companies invested in women and youth initiatives.

A cursory analysis of these listed companies’ social investment patterns reveals alignment with pillars 1, 2 and 3 of Vision 2036 (Government of Botswana, 2016). Pillar 1 of Vision 2036 advocates for sustainable economic development in human capital, a knowledge-based economy, infrastructure development, information and communications technology, sport and the agricultural sector. Pillar 2 of Vision 2036 is on human and social development, particularly in culture, health and wellness, education and skills development, gender equality and youth. Pillar 3 of Vision 2036 is about a sustainable environment and promotes, amongst other things, the sustainable utilisation of natural resources.

Funding from the corporate sector to NGOs has been found to be wanting (Mahambo *et al.*, 2016, p. 168; Nair, 2014, p. 20), despite the government of Botswana’s various tax provisions. Botswana does not have a CSR Policy; therefore, corporates cannot be taken to task as there are no legal consequences for not contributing to CSR. The government of Botswana should consider having a mandatory CSR policy to ensure that its corporates make consistent and

**Table 6: Examples of Social Initiatives by Botswana Stock Exchange Listed Firms**

<p><b>NON-BANKING FINANCIAL SERVICES &amp; INSURANCE SECTOR</b></p> <p><b>Botswana Insurance Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Development projects/infrastructure.</li> <li>- Literacy/capacity building programmes for teachers and students.</li> <li>- Graduate scholarship programme.</li> <li>- Secondary &amp; tertiary education placements in prestigious institutions for deserving underprivileged children.</li> <li>- Provision of shelter to the underprivileged.</li> </ul> <p><b>Letshego Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Developing indicators to inform sustainable financial solutions.</li> <li>- Employee awareness programmes on health issues.</li> <li>- Promotion of accessibility to health care.</li> <li>- Adoption of strategies that promote responsible lending.</li> </ul>	<p><b>BANKING SECTOR</b></p> <p><b>Barclays Bank Botswana Limited</b></p> <ul style="list-style-type: none"> <li>- Financial literacy training.</li> <li>- Women and youth empowerment.</li> <li>- Postgraduate scholarship.</li> <li>- Sports Development.</li> </ul> <p><b>First National Bank Botswana Limited</b></p> <ul style="list-style-type: none"> <li>- Scholarships for permanent staff.</li> <li>- Staff development.</li> </ul> <p><b>Standard Chartered Bank Botswana Limited</b></p> <ul style="list-style-type: none"> <li>- Empowerment of low-income businesswomen.</li> <li>- Personal financial literacy for staff and community.</li> <li>- Adopt a school.</li> <li>- Education Trust.</li> </ul>
<p><b>RETAIL AND WHOLESALING SECTOR</b></p> <p><b>Choppies Enterprises Limited</b></p> <ul style="list-style-type: none"> <li>- Health wellness partnerships against cancer etc.</li> <li>- Advocacy against tobacco &amp; substance abuse.</li> <li>- Schools support.</li> <li>- Provision of foodstuffs for less privileged members of the community.</li> <li>- Employment policy for people living with disabilities.</li> <li>- Provision of housing to the needy.</li> <li>- Partnerships with farming communities to enhance food security.</li> </ul> <p><b>Sechaba Breweries Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Partnership with communities.</li> </ul> <p><b>Sefalana Holdings Company Limited</b></p> <ul style="list-style-type: none"> <li>- Educational support to vulnerable groups, i.e. PWDs.</li> <li>- Cancer awareness.</li> <li>- Sports.</li> </ul>	<p><b>TOURISM SECTOR</b></p> <p><b>Chobe Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Tourism &amp; conservation excursions for students.</li> <li>- Provision of school supplies for students.</li> <li>- Provision of incentives for student highflyers</li> <li>- Sports development.</li> <li>- Training/attachments in company food and beverage departments.</li> </ul> <p><b>Cresta Marakanelo Limited</b></p> <ul style="list-style-type: none"> <li>- Benevolent funds, study loans, inter-country sporting activities (employee incentives).</li> <li>- Provision of food &amp; shelter.</li> <li>- Traditional food and crafts sourced from the community.</li> </ul> <p><b>Wilderness Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Community / employee training &amp; development.</li> <li>- Scholarships.</li> <li>- Community educational and environmental projects.</li> </ul>
<p><b>PROPERTY AND PROPERTY TRUST SECTOR</b></p> <p><b>Primetime Property Holdings Limited</b></p> <ul style="list-style-type: none"> <li>- Charitable donations.</li> <li>- Outdoor public gyms.</li> </ul> <p><b>RDC Properties Limited (RDC)</b></p> <ul style="list-style-type: none"> <li>- Food and clothing donations to Mother Pontsho Foundation</li> <li>- Educational support to Ngwapa Primary School</li> <li>- Christmas support to Sefhare Primary Hospital</li> <li>- Student Work Placement</li> </ul>	<p><b>SECURITY SERVICES SECTOR</b></p> <p><b>G4S Botswana Limited</b></p> <ul style="list-style-type: none"> <li>- Community education &amp; training.</li> <li>- Sports development.</li> <li>- Employee training.</li> </ul>
<p><b>ENERGY SECTOR</b></p> <p><b>Engen Botswana Limited</b></p> <ul style="list-style-type: none"> <li>- Adopt a school initiative.</li> <li>- Reward employees for good performance on sustainability issues.</li> </ul>	<p><b>ICT SECTOR</b></p> <p><b>Botswana Telecommunications Corporation Limited</b></p> <ul style="list-style-type: none"> <li>- Telecentres in underdeveloped areas.</li> <li>- E-learning platforms for employee training.</li> </ul>

(Botswana Stock Exchange, 2018)

meaningful investments in CSR.

### **2.8.1 NGOs in Botswana**

The withdrawal of funding by international donor agencies, since Botswana was re-classified as an upper-mid-income country, has adversely affected the operations of NGOs in Botswana (Lekorwe & Mpabanga, 2007, p. 15; Government of Botswana, 2012a, p. 4) and has led to NGOs being viewed as “vulnerable due to lack of donor funding” (Mahambo *et al.*, 2016, p. 172). A study by Matenge, Josiah, and Themba (2017, p. 158) reveals that government is the primary funder of most NGOs, a situation that is not ideal as this puts into question the independence of NGOs as they are “not able to openly criticize and challenge government because of their dependency on state funding” (Lekorwe & Mpabanga, 2007, p. 8). Matenge *et al.* (2017, p. 158) suggest that NGOs need to improve corporate governance in their organisations, though a study of NGOs based in Gaborone by Mahambo *et al.* (2016, p. 170) found that most NGOs have good governance structures since it is now critical to their performance measurements for the acquisition of donor-funding.

NGOs in Botswana do not have an oversight body. The Botswana Council of Non-Governmental Organisations (BOCONGO) was established in 1995 to coordinate the work of NGOs in Botswana. Membership of BOCONGO is not compulsory and is open to all non-governmental or civil society organisations in Botswana. Botswana’s National NGO Policy (2012) section 4.5 established another council, the NGO Council that is tasked with advising the government on the “implementation of the National Policy on NGOs, and all other matters pertaining to it as may be necessary from time to time” (Government of Botswana, 2012a, p. 11). NGOs are often criticized for their lack of accountability (Fedorak, 2014, p. 33), and if BOCONGO or the NGO Council were an oversight body, it would be easier to enforce the NGO Code of Conduct contained in Botswana’s National NGO Policy (Government of Botswana, 2012a, p. 16) and maintain the integrity of NGOs.

### **2.8.2 Corporate-NGO Partnerships in Botswana**

The literature on corporate-NGO partnerships in Botswana is non-existent. As mentioned in section 1.2.2 of this study corporate-NGO partnerships are alluded to in a study undertaken on NGOs by Mahambo *et al.* (2016, p. 171), where they found that 80% of respondents had secured partnerships with the private sector. Matenge *et al.* (2017, p. 158) found that corporates in Botswana “represent a sizable donor market” and could be a good funding source for CSR



initiatives for NGOs. However, only 20% of the NGOs in the study done by Mahambo *et al.* (2016, p. 168) had received above 50% of their revenue from local private entities in their last financial period, suggesting that though local corporates do fund NGOs CSR programmes, the amounts are not significant. Inadequate and insignificant funding by corporates of community development activities is a problem that is also identified by Nair (2014, p. 20). Reasons for the low contributions from corporates was not explored in Nair (2014) or Mahambo *et al.*'s studies, and perhaps NGOs need to make more of an effort to tap into local corporates. However, Matenge *et al.* (2017, p. 158) found that in Botswana, "unlike government, private donors tend to be, cause-specific", a similar finding to that made by Poret (2014, p. 6) that "the choice of NGO for a firm is a function of the specific issue that the corporation wants to promote", implying that to get funding from corporates NGOs would have to participate in the causes that the corporates have an interest.

## **2.9 Justification of the Study**

As mentioned in section 1.6 Significance of the Study, there has been limited research on CSR in Botswana. The eight published articles on CSR between 2009 to 2019 have looked at CSR reporting, corporate governance CSR and disclosures, a comparison of CSR practices in Botswana and Malawi, Debswana's CSR initiatives, private sector sustainability practices, the sustainability of donor-funding towards NGOs and the perspective of beneficiaries of CSR and community development. The article on the perspective of beneficiaries does, to some extent, explore CSR partnerships between NGO and corporates, but it does have its limitations as it is perception based and does not delve into any partnerships. This study intends on adding to the body of literature on CSR in Botswana by studying CSR partnerships between NGOs and corporates from the perspective of Stepping Stones International, a Botswana based NGO, and its beneficiaries.

CSR has the potential to play a role in contributing to Botswana's socio-economic development. For example, in KBL's Kickstart programme and the numerous healthcare, infrastructure and social welfare CSR projects that Debswana runs in addition to its ARV programme such as the two hospitals and clinic in Jwaneng and Orapa, the mobile dental clinic in primary schools, electrification of communities adjacent to the mines and the SOS children's village in Serowe (Muranda, 2014, pp. 120-122). However, in general, CSR projects in Botswana have been described as being "haphazard, implemented in piecemeal and even on an

ad-hoc basis” (The Sunday Standard, 2013), and in some instances, they have been accused of being a “political gimmick” (Mmegi, 2016)

There is a lack of private sector coalitions with the NGO community (Mahambo *et al.*, 2016, p 162) in Botswana. Corporations in collaboration with NGOs, communities and foundations can address various socio-economic issues, as in the case of the partnership between the multinational pharmaceutical company Merck, the Gates Foundation and the government of Botswana that have partnered together in the fight against HIV (Werhane *et al.*, 2010, p. 72). Perhaps local companies may not have the same resources that multinational organisations have; however, they can still participate in sustainable corporate social responsibility programmes and not donations that are “just once in their lifetime as it appears to be the practice now” (Mmegi, 2016).

The 2016 Sustainability Leaders Survey found that NGOs are viewed as having made the most significant contribution to sustainable development since 1992 (Frynas & Yamahaki, 2019, p. 22), unlike the private sector, which has lagged. Mahambo *et al.* (2016, p. 162) note that Botswana’s NGO sector played a crucial role in alleviating poverty, HIV/AIDS problems, and unemployment in the past. Corporates should partner with NGOs in CSR programmes, given NGOs’ good reputation of driving sustainable development. If the study can show some of the positive benefits that may be reaped from CSR partnerships, perhaps it might be sufficient to convince the government to consider regulating CSR contributions by corporations with some of these funds allocated to partnerships with NGOs that can successfully run the CSR initiatives.

Whether Botswana decides to mandate or not to mandate CSR is entirely up to the government; however, the benefits of CSR are numerous, and where it has been applied successfully in Botswana as in the case of the KBL Kickstart programme and Debswana’s ARV programme, it has made a notable impact. If Botswana does mandate CSR, it should look to countries like India, Mauritius, and the UAE to draft its own CSR policy.

The next chapter discusses the research methodology used in this study.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discussed the research methodology employed in this study. A research methodology seeks to solve a research problem systematically and is the overarching term for the research methods or techniques used and the rationale behind the study's methods (Kumar, 2008, p. 5). This chapter explained the research instruments, data collection method, and ethical considerations. Components of the research process such as population, sample and sampling technique were also described.

### **3.2 Research Design**

Research design is the process of building a structure or plan for a research project, and there are many different approaches the research design can follow, such as qualitative, quantitative and mixed-methods research (Leavy, 2017, pp. 8,9). The research design or plan outlines “the logical structure of the project, the goals of the projects, and the strategy to reach these goals” (Bukve, 2019, p. 1).

#### ***3.2.1 Qualitative Research***

This study employed qualitative research methodologies as qualitative research is used to explore and understand “how the social world is constructed” (McLeod, 2011, p. 3) or “understand the meaning individuals or groups ascribe to a social or human problem” (Cresswell, 2014, p. 4). Qualitative research makes it easier to “isolate target populations, show the immediate effects of certain programmes on such groups and isolate constraints that operate against policy changes in such settings” (Denzin & Lincoln, 2005, p. 26). A qualitative research methodology was best suited to this study as it sought to understand whether NGOs and corporate partnerships could deliver sustainable CSR programmes. An investigation of the beneficiaries perspectives of these CSR programmes was undertaken to ascertain whether these programmes were meeting their objectives. This study also tried to establish whether CSR should be mandated in Botswana and a CSR policy formulated.

##### **3.2.1.1 Qualitative Case Studies**

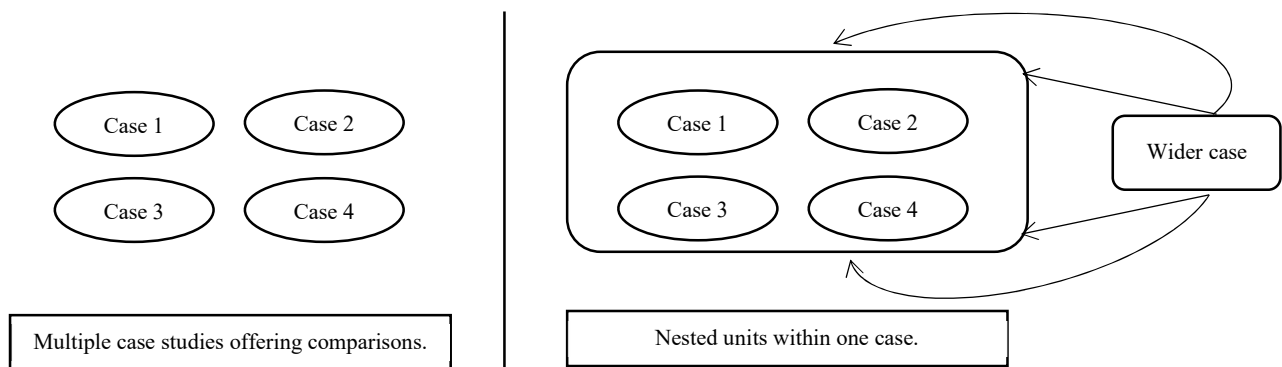
There are many qualitative research methodologies, such as narrative research, grounded theory, ethnography, case study (Merriam, 2009, p. 21) and phenomenological inquiry

(Bhattacharya, 2017, p. 98). This study used a qualitative case study methodology. Case studies have a long history, with renowned French sociologist Le Play using them in 1855 as a traditional research method (Sholz & Tietje, 2002, p. 6). Case studies have several definitions such as: (1) a case study is the investigation of a single example of an entity that can be found within the social world (McLeod, 2011, p. 227); (2) the case study like other research strategies is a way of investigating an empirical topic by following a set of pre-specified procedures (Yin, 2003, p. 15); (3) case studies are small-scale research with meaning and though limited or bounded in scope aim to produce valuable data and analyses which are of broader interest and usefulness (Tight, 2017, p. 3).

Case studies include detailed, deep and rich information on various aspects of a case (Pawar, 2004b, p. 20) and can be undertaken for different time frames, a few weeks, months, up to a whole year (Bhattacharya, 2017, p. 109). Remenyi (2013, p. 3) suggests that a case study should be based on recent events and primary or sense-based data. Several types of case studies can be found in the literature. Yin (2003, p. 5) suggests that at least six kinds of case studies can be identified based on a 2x3 matrix. Case study research can be single or multiple case studies, and whether single or multiple, the case study can be exploratory, descriptive, or explanatory (causal) (Yin, 2003, p. 5). Creswell (2007, p. 74) and Steinberg *et al.* (2013) refer to three main types of case studies a single instrumental case study (providing insight into a specific issue), collective or multiple case studies and an intrinsic case study (specifically case focused).

Creswell (2007, p. 74) notes that a researcher might select several programmes from several research sites or multiple programmes within a single site in a collective or multiple case study.

**Figure 4: Multiple Case Studies Compared to Nested Case Studies**



(Thomas, 2016, p. 177)

A case study that results from selecting multiple programmes within a single site can also be referred to as a nested case study (Thomas, 2016, p. 177), as illustrated in Figure 4. A nested case study permits “cross-case analysis,” and different units can be compared within the broader-case study (Remenyi, 2013, p. 26).

Strengths of case study methodology include that data collection can involve multiple sources of information (e.g. observations, interviews, audio-visual material and documents and reports (Cresswell, 2007, p. 73) and case studies are able to deal with a variety of evidence – documents, artefacts, interviews and observations – beyond what might be available in a conventional historical study (Yin, 2003, p. 8). Gagnon (2010, p. 3) points out that a case study can help refine a theory by adding details, or it can establish the limits of a generalisation.

Case studies are sometimes considered subjective, and whilst some may view this as a weakness, Simons (2009, p. 162) views case studies’ subjectivity as a strength as it helps gain specific insight and understanding. Situational understandings can also be of universal significance by throwing light on possibilities for action in other situations. Simons (2009, p. 169) notes that the other strengths of case studies are that they enhance understanding of the process and context.

One of the drawbacks of a case study is that generalisation is limited to the case (Pawar, 2004b, p. 20; Thomas, 2011, p.20). Polit and Beck (2010, p. 1451) describe generalisation as “an act of reasoning that involves drawing broad conclusions from particular instances”. Other shortcomings identified by Gagnon (2010, p. 3) are that case studies can be time-consuming for both researcher and subjects, and the external validity of the results is problematic as it would be difficult for another researcher to reproduce a case study.

Harrison *et al.* (2017, p. 9) note that a case study is “chosen for intensive analysis of an issue”. This case study was only of SSI and its participants who are unique and have unique circumstances. By looking only at one NGO and its participants, this could result in the generalisability of the findings from this study coming into question. Polit and Beck (2010, p. 1452) point out that in qualitative research, there is typically a lack of agreement on the importance or attainment of generalisability and that there are also some researchers that question whether generalisability is possible as findings are always context-specific whether

qualitative or quantitative research is used. Qualitative research is often compared unfavourably to quantitative research and criticized for its inability to generalise findings to larger populations (Hess-Biber & Leavy, 2011, p. 53). However, in qualitative research, generalisations are not usually made to a population; generalisations from cases are usually made to a theory or explanation of the case findings (Argyrous, 2009). Lewis *et al.* (2014, p. 348) have a similar classification for generalisations - theoretical generalisation, inferential generalisation, and representational generalisation. Representational generalisation refers to whether the findings of the research sample can be applied to the parent population of the sample; inferential generalisation refers to whether findings from a study can be generalised to other settings; and theoretical generalisations refers to whether findings from a study can be applied to theory (Lewis *et al.*, 2014, p. 348). Albeit findings are context specific, Polit and Beck (2010, p. 1458) note that “evidence with high potential for generalisability represents a good starting point”. Limited research has been done on CSR in Botswana, and this study is the first of its kind on CSR partnerships. Although the case study will only be of SSI and its participants, it can be used as a starting point to understand CSR partnerships in Botswana.

Case studies are beneficial for informing policies and uncovering contributing reasons for cause-and-effect relationships (Bhattacharya, 2017, p. 109). This study conducted an instrumental single nested case study of CSR programmes that SSI was running, the SSI management representative was interviewed including interviewing nine participants that had been involved in these programmes and assessing the testimonials of participants that had been involved in these programmes. An instrumental case study is designed to “provide insight into an issue” (Compton-Lilly, 2013, p. 56). The rationale for using an instrumental case study was that this study’s main goal was to find out more about CSR in Botswana. This was achieved by investigating whether partnerships between NGOs and corporates could deliver sustainable CSR programmes and by obtaining participants’ perspectives of the perceived benefits or lack thereof of these programmes. Using a nested case study was helpful in this study. It helped to compare the experiences of individuals who had attended the various CSR programmes SSI runs, such as the educational programmes, leadership programmes, work preparation programmes and young mothers’ programmes.

### **3.3 Population**

The population of a research study can mean different things to various researchers; it may be people, things, places, events, situations or time, and the size of this population should be

determined before making sampling choices (Daniel, 2012, pp. 10, 11). The population is of importance in a research study as it is the group to which the researcher hopes to generalise the study results (Goodwin & Goodwin, 1996, p. 26).

The target population in this study was NGOs in Gaborone. The population was initially chosen to meet the University of Botswana's academic requirements, which required the research essay to be completed in one semester. As the researcher lived in Gaborone, it was thought that it would be easier to access NGOs with offices based in Gaborone, given the relatively short time frame in which the research essay was to be concluded. Gaborone was a reasonable representation for the population of the study as it is the economic hub and capital city of Botswana. Gaborone is also the most densely populated area in Botswana, with an estimated population of 280,519 people or 11.8% of Botswana's entire population (Statistics Botswana, 2015, p. 42).

### **3.4 Sample**

Sampling serves two primary purposes, the first to narrow down cases as it is unlikely that all cases related to the research question could be questioned or observed, and the second to ensure that results obtained are representative of the set of cases chosen to study (Yates, 2003, p. 25). Selecting a qualitative research sample is typically non-random, purposeful, and small (Merriam, 2009, p. 16). There are three main methods for selecting a sample for a qualitative study: convenience sample, judgement or purposeful sample, and theoretical sample (Marshall, 1996, p. 523). Thomas (2011, p. 3) indicates that sampling is relevant in a case study only to find the case study subject, which must be justified.

#### ***3.4.1 Recruitment Procedures and Selection of Records***

This qualitative study intended on gaining further insight into CSR in Botswana, and in order to do that, participants in qualitative research should be "chosen because they have particular characteristics or experiences that can contribute to a greater understanding of the phenomenon studied" (Hennink, Hutter & Bailey, 2011, p. 84). Purposive, purposeful or judgement sampling is a sampling technique where participants are recruited according to pre-selected criteria relevant to a particular research question, and the main objective of this type of sampling is to provide information-rich cases for in-depth study (Schneider *et al.*, 2013, p. 124). Creswell and Clark (2011, p. 174) suggest that for qualitative case studies, the

participants can be between four and ten, whilst Hupcey (2010, p. 230) suggests that “even a sample of one may be adequate”.

From 10 June 2019 until 19 July 2019, the researcher undertook an unpaid internship with Stepping Stones International (SSI). During the internship, the researcher, amongst other things: observed some of the students being tutored on the literacy programme - one of SSI’s CSR programmes – at the Mochudi centre; observed teachers at a primary school in Mochudi implementing aspects of the teacher training programme that SSI gives; and attended meetings with potential corporate partners. The observations made of the students and teachers revealed the great efforts and achievements that can be made with CSR programmes. The meetings with the corporate partners revealed the difficulties involved in establishing partnerships. The researcher also discovered that SSI has countrywide reach, as it has assisted the government of Botswana in providing basic essential services in areas such as Mochudi, Kgatleng, Ghanzi, Bobonong, Good Hope and the Central Region. The insights gained whilst undertaking the internship led the researcher to believe that SSI was the ideal candidate for the wider case study, and thus, using purposive sampling SSI was selected as the subject for the case study.

SSI management was approached to establish the willingness of the organisation to participate in the study. When SSI expressed interest, SSI was selected as the subject for the case study as it met the following criteria: It had to

- Be registered as an NGO in Botswana,
- Have a relatively long track record (have been operating for at least ten years),
- Have partnerships with corporates,
- Be running CSR programmes of a long-term nature,

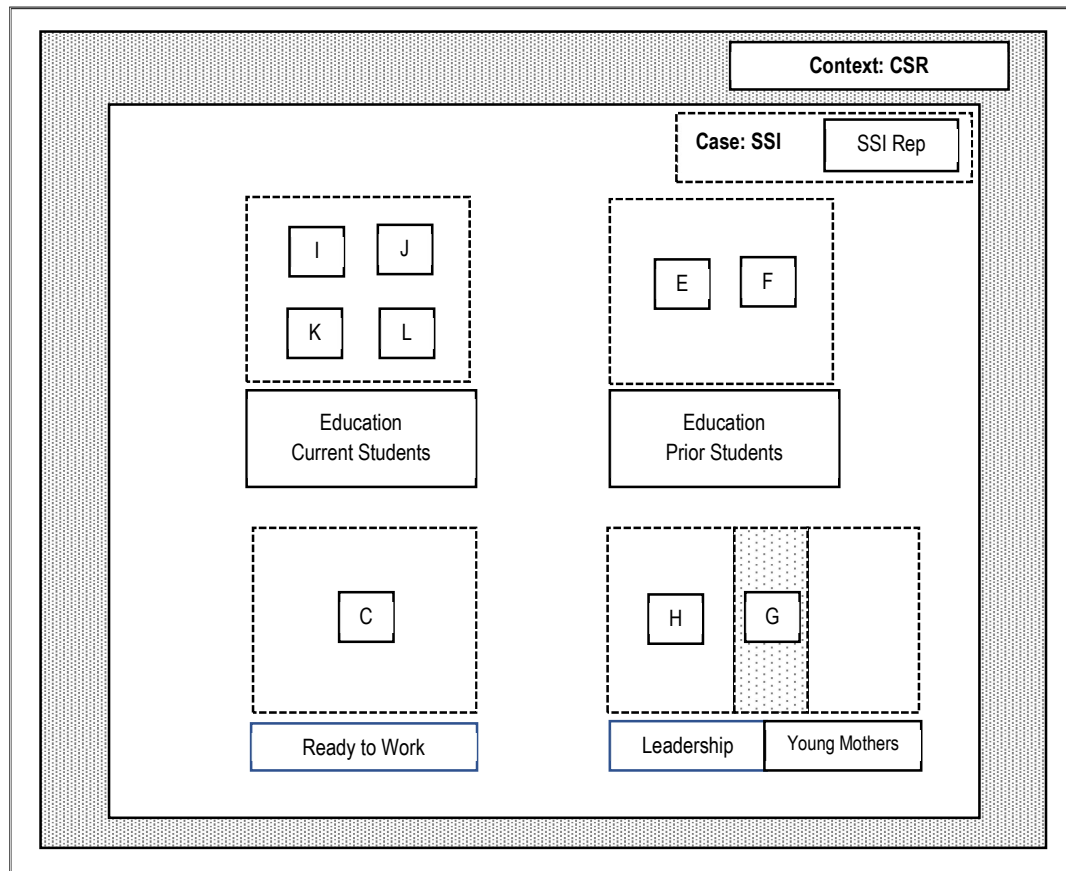
Through the use of a nested case study approach, interviews were undertaken of participants that were involved in the CSR programmes to gain further insight into the CSR programmes offered by SSI. The purpose of these interviews was to get the perspectives of the participants on the perceived benefits or lack thereof of the CSR programmes offered by SSI. For the nested case studies, a gatekeeper’s strategy was employed to select participants. “Gatekeepers are people who have a prominent and recognised role in the community” (Hennink *et al.*, 2020, p. 99); thus, assistance was sought from management at SSI to recruit participants from programmes offered by SSI to be subjects for the nested case studies. “The purpose of



qualitative research is to generate rich data from a small sample group” (Gratton & Jones, 2004, p. 53) and “the number of participants in qualitative studies can vary from a handful to as many as 200” (Hennink *et al.*, 2011, p. 85).

For this study, SSI was recruited as the subject for the case study and were represented by the SSI Rep. Nine participants were recruited as nested subjects (see Figure 5). The codes allocated were participant C, E, F, G, H, I, J, K and L for the nine participants. The codes participant A, B, C, and D were reserved for the testimonials from participants in the Ready to Work programme. In addition to receiving participant C’s testimony from SSI, participant C was also recruited for the interview process.

**Figure 5: Sample for this Study**



The original intent was to interview twelve participants, but the smaller sample size was ideal (Hennink *et al.*, 2020, p. 111) for this study as saturation was reached quickly due to the topic

under investigation being a broad thematic issue and the sample homogenous in nature. The process of “homogenous sampling involves selecting participants who are very similar in experience, perspective or outlook” (Chilisa & Preece, 2005, p. 170), and the participants in the CSR programmes offered by SSI were a homogenous sample. The objective of interviewing the participants was to assess whether there were positive benefits that could be derived from a CSR programme. Five criteria were shared with SSI management for recruiting the participants:

- Must have participated in and completed one of the CSR programmes offered by SSI in the past five years,
- Must have been between the ages of 18-25 when participating in the programme,
- May be either male or female,
- Must be a citizen of Botswana,
- Must be from a disadvantaged background.

### **3.5 Ethical Considerations**

Ethics involves the study of “what are good, right, or virtuous courses of action”, and ethical issues can be quite diverse and difficult to cover with a set of rules (Punch, 2016, pp. 24, 29). Researchers have ethical considerations to make when undertaking their studies. First and foremost, they have to conduct research responsibly and guard against research misconduct such as plagiarism, which should be avoided by acknowledging others’ work and fabrication or falsification of data (Comstock, 2013, p. 22; Punch, 2016, p. 24).

In a research study involving human subjects, the researcher should show how they plan to protect the human subjects involved in the study (Yin, 2003, p. 73). Participants should be informed about the nature of the study they will be involved in (Yin, 2003, p. 73), the anticipated consequences of the research, the anticipated uses of material gathered and the possible benefits of the investigation (Chilisa, 2012, p. 181). Before any data could be collected for this study, two processes had to be followed: an application to the Office of Research and Development (ORD) at the University of Botswana and an application for a research permit from the relevant ministry. For this study, an application for ethical clearance was sought from and granted by the Office of Research and Development (ORD) at the University of Botswana (Appendix K and Appendix M). Application for a research permit was initially made to the

Ministry of Investment, Trade and Industry (MITI). When this permit was rejected (Appendix L) by MITI, a subsequent application was made to the Ministry of Local Government and Rural Development. Appendix N details the approval for the research permit from the Ministry of Local Government and Rural Development.

### ***3.5.1 Informed Consent***

In a research study, it is essential to give as much information as possible to participants in a language that they can understand about issues such as the type of data that is being collected and how that data will be used so that they can make informed decisions about their possible involvement (Boejie, 2010, p. 45; Silverman, 2010, p. 153). The objective of informed consent is to “communicate clearly and respectfully, to foster comprehension and good decision making, and to ensure that participation is voluntary” (Sieber, 2004, p. 494). Written consent should be obtained from participants, and their participation should be voluntary (Silverman, 2010, p. 153).

Consent forms were written in Setswana and English to accommodate participants whose first language was not English so that they could understand what they were consenting to. A consent form was emailed to the management representative of SSI. The emailing of the consent form was in line with recommendations by Braun and Clarke (2013, p. 100) that informed consent can be obtained for virtual interviews by asking participants to “sign and return a consent form via post or use an electronic signature and return as an email attachment”. Examples of studies that have used telephone interviews as a data collection tool and sent informed consent forms via email include those done by Mehra (2014, p. 167), Thomas (2018, p. 79) and Shanley *et al.* (2009, p. 95).

The SSI Rep informed the researcher of their availability. The researcher telephoned the SSI Rep on the agreed date, divulging as much information as possible about the study, including the type of data being collected and how the data would be used. This was all done prior to the management representative giving and signing their voluntary consent.

The participants followed a different process. The researcher contacted each participant individually via telephone to inform them of the interview and to confirm their willingness to be interviewed. A subsequent date and time for the interview were requested once participants acquiesced. As per the participants’ requests, the researcher read the informed consent form to

each participant at the beginning of each recorded telephone interview, ensuring that all indicated their approval. The procedure followed by the researcher with the participants was in line with a study by Madfis (2014, p. 110) where the interviewer provided details about the purpose of the study and the informed consent form only at the beginning of the telephone interview and only emailed copies of the consent form to respondents that requested them. Unlike Madfis (2014) study, none of the respondents in this study requested an email copy of the consent form.

The consent form was emailed to the SSI Rep to minimise contact as Botswana, like the rest of the world, is currently grappling with the COVID-19 pandemic. Authors such as Sieber (2004, p. 494) have raised issues about verifying the authenticity of signed emailed consent forms by participants. However, in the case of a telephone interview, if participants felt uncomfortable, they could withdraw their consent or “refuse to participate by hanging up the phone” (Sieber, 2004, p. 494). Participants were fully informed of their rights by the researcher and given the option to withdraw their consent, not answer questions they were uncomfortable with or end the telephone conversation at any point they felt necessary.

### ***3.5.2 Deception***

Research studies should be conducted openly and without deception. Deception occurs when research is conducted without securing participants’ consent (Westmarland, 2011, p. 143). In this study, the SSI Rep and the participants were provided either with the informed consent form via email or had it read to them over the telephone before the interview began.

### ***3.5.3 Voluntary Participation***

Before the interview, it was clearly explained to participants that their decision to participate in the study was completely voluntary.

### ***3.5.4 Withdrawal from the Study***

Participants should have the right to withdraw (Silverman, 2010, p. 153) from a study if they no longer wish to participate in it. Before the interviews’ commenced, participants were informed about their right to withdraw without any negative consequences conferred on them at any point and time.

### ***3.5.5 Confidentiality and Anonymity***

Participants should be told about the degree of anonymity and confidentiality afforded to them (Chilisa, 2012, p. 181) and any confidential information obtained during the study should be preserved and protected as trust is a basic tenet of qualitative research (Boeje, 2010, p. 44). Codes were used to identify participants to protect their identity. The codes were participant C, E, F, G, H, I, J, K and L for the nine participants. The codes participant A, B, C, and D were reserved for the testimonials from participants in the Ready to Work programme. Participant C gave testimony and was also interviewed. The SSI management representative was referred to as SSI Rep. To keep the participants and the SSI Rep anonymous, any information that made it easy to identify the individuals was removed. All files and data collected were kept in a secured locked cabinet in the researcher's office until the data had been analysed, after which it was destroyed.

### ***3.5.6 Privacy***

Privacy is the individuals' right to manage the disclosure of what they view to be personal or non-public information about themselves (Punch, 2016, p. 35). In order to protect the privacy of respondents, the data collected was restricted only to information that was relevant and important to the study.

### ***3.5.7 Risks***

This study did not anticipate that participants would be exposed to any form of discomfort, physical, psychological, or emotional harm more than they would encounter in their ordinary day-to-day lives. Data were obtained in a fair manner, and there was no coercion of participants. Questions posed to participants of a personal nature were few and included enquiries on details about age, gender, and the number of children in the family, whether parents or guardians were employed and with whom the participants resided. The remaining questions were related to the CSR programme and the participant's involvement in it.

### ***3.5.8 Benefits***

There were no direct benefits for the participants in this study. Indirect benefits to participants in this study included contributing to the body of knowledge on CSR in Botswana and sharing each participant's unique experience in Stepping Stone International's CSR programmes that could benefit those wishing to enrol in a programme.

### **3.5.9 Plagiarism**

Ethical issues can arise in academic writing, and it is important to acknowledge others' work (Punch, 2016, p. 24). In order to avoid plagiarism in this study, all work that was not the researchers was acknowledged.

### **3.5.10 Recording Data**

If interviews are recorded, there are issues to address. These issues include obtaining the participants' informed consent and explaining to participants the reasons for recording interviews, how recordings would be used, where tapes would be kept, and how these tapes would be destroyed (Oliver, 2010, p. 46). In this study, interviews were recorded, and before each interview, permission was requested to record the conversation. Participants were informed that all recordings would be kept confidential, and the purpose of recording the interviews was to ensure that an accurate record was made of the information imparted. Participants were given the option to decline a recorded interview. Participants were also informed that recordings would be kept safely in the researcher's office and be destroyed once analysed.

### **3.5.11 Secondary Data**

The use of secondary data requires researchers to consider ethical issues such as whether permission should be requested from participants to use their information for a separate study and if this new study could reveal the identity of the participants or compromise the reliability of the data (Brewer, 2012, p. 174). This study referred to articles found in online newspapers on SSI, its programmes and any participants that might have enrolled in the CSR programmes. As these articles were already in the public space and were perceived not to compromise participants, permission was not sought to use the information. Additional ethical issues that could arise include the type of methods used to collect these testimonials and whether these methods might be questionable (Hair *et al.*, 2011, p. 127). This study also looked at testimonials from participants that had enrolled in SSI's CSR programmes. The researcher requested these testimonials from SSI.

## **3.6 Methods of Data Collection**

It is essential to have data for research; otherwise, no research can be undertaken without data (Pawar, 2004a, p. 3) as there would be nothing to analyse or report (Royse, 2008, p. 37). Collecting data involves (interviewing), watching (observation), and reviewing (documents)

(Merriam & Tisdell, 2015; Punch, 2000, p. 15). Remenyi (2013, p. 3) recommends that a case study use multiple sources of evidence; therefore, this study collected data from primary and secondary sources. There are two main methods of collecting primary data: communication and observation (Wrenn, Stevens & Loudon, 2002, p. 84). This study used communication as a method to collect primary data. The data collected via communication methods – focus groups, interviews, surveys, questionnaires, narratives (Canals, 2017, pp. 396-398) – have the benefits of versatility, speed and cost; however, disadvantages include the unwillingness of participants to answer or failure to recall facts and the subsequent invention of answers (Wrenn *et al.*, 2002, p. 84). This study encountered a few participants that were reserved and gave brief responses to some questions.

### ***3.6.1 Primary Data***

Semi-structured individual telephone interviews were undertaken of a management representative of SSI and nine participants who had enrolled in SSI's CSR programmes within the past five years. The interviews were conducted in English as participants indicated that they were comfortable being interviewed in English, and on average, the interviews were 30 minutes long. The interview with the SSI Rep was longer, lasting just over an hour. Semi-structured interviews were chosen as they are flexible and allowed the researcher to clarify, verify, probe deep and adjust to circumstances (Pawar, 2004b, p. 39). In-person interviews would have been preferred as they would have allowed the interviewer to capture non-verbal cues and to build rapport with the participants (Frattaroli, 2012, p. 224). However, in this study, telephone interviews were employed to limit person-to-person contact as the world is currently grappling with the Coronavirus pandemic. Individual interviews were conducted to obtain as much in-depth information as possible about each participant's individual experiences in the SSI CSR programmes.

Permission to record all interviews was sought from the participants, and the SSI Rep. Permission was granted by six of the participants and the SSI Rep. For the participants that did not grant permission, note-taking was employed to record their responses. The principal researcher conducted all interviews and data analysis without assistance as qualitative research has traditionally been an individual pursuit or solo exercise and the researcher the main research instrument (Fouché, 2015, p. 163; Woods, 2006, p. 100).

### **3.6.2 Secondary Data**

There are many secondary sources in qualitative research that can be referred to, such as Government or semi-government publications, earlier research, personal records, and mass media (Kumar, 2010, p. 163). In this study, use was made of online newspaper articles, blogs and articles found on websites on SSI. In addition, testimonials from participants that had previously enrolled in SSI's CSR programmes were requested from SSI management, as testimonials may produce narrative data that requires analysis (Unrau *et al.*, 2007, p. 342). As the study made use of secondary data, consideration was made of how the data would be extracted. Data extraction involves identifying and recording essential items from each study (Booth *et al.*, 2010, p. 294). Tools that can be used to assist in extracting data from various sources include tables, files, and scripts (Alexander *et al.*, 2014, p. 196). Appendix D depicts the data extraction sheets used in this study.

### **3.6.3 Triangulation**

Triangulation enables a topic to be looked at from different angles using more than one research method, the use of two or more techniques to gather data, or the combination of qualitative and quantitative methods (Myers, 2009, p. 10). Triangulation can give the researcher more confidence that observations garnered from various sources such as interviews and questionnaires are trustworthy (Padgett, 2008, p. 188).

There are four types of triangulation originally formulated by Denzin in 1970: data, investigator, theory and methodological (Fusch, Fusch & Ness, 2018, p. 22). Data triangulation's primary goal is validation, and it involves the use of multiple data sources or interviewing many participants about the same topic in a study (Marchington & Wilkinson, 2002, p. 133; Taylor, 2006, p. 403; Hussein, 2009, p. 3). Investigator triangulation uses many researchers for data collection and analysis (Marchington & Wilkinson, 2002, p. 133; Taylor, 2006, p. 403; Hussein, 2009, p. 3). Theory triangulation refers to using multiple theoretical perspectives in the interpretation of data (Marchington & Wilkinson, 2002, p. 133; Taylor, 2006, p. 403). There are two types of methodological triangulation, within-method and between-method (Marchington & Wilkinson, 2002, p. 133; Flick, 2009, p. 444). The between-method triangulation involves the use of multiple methods (Taylor, 2006, p. 403). This study triangulated the data that was collected from interviews, online newspapers, and participant testimonials by using between-methods triangulation.



The data sources that were used in this study included separate interview guides (Appendices E, F, G and H) in English and Setswana for the SSI Rep and the nine participants. The data sources also included testimonials of participants that had enrolled in and completed SSI's CSR programmes and online articles from newspapers, magazines and blogs that featured SSI. The triangulation process aimed to provide rigour to the data analysis process, verify the nature of NGO-corporate partnerships, ascertain these partnerships' capability to deliver sustainable CSR programmes, and assess the programmes based on the participants' viewpoints of perceived benefits of these programmes.

### **3.7 Pilot Study**

A pilot study is a small-scale study that is undertaken before the main study is done (Anderson & Arsenault, 2002, p. 11; Hall, 2008, p. 79). There are many reasons why pilot studies are undertaken, including avoiding trivial or non-significant research (Anderson & Arsenault, 2002, p. 12), helping to determine the feasibility of the study (Hall, 2008, p. 79), providing early feedback for interviewers (Keats, 2000, p. 76), and developing and testing the adequacy of research instruments (Van Teijlingen & Hundley, 2001).

Qualitative researchers usually study a small number of individuals and preserve the individuality of each of these in their analyses (Maxwell, 2005, p. 22). Each interview in a qualitative study is usually a source of insights that can assist in improving interview schedules and questions asked in subsequent interviews (Van Teijlingen & Hundley, 2001), and using this rationale, some qualitative researchers argue that separate pilot studies are not necessary (Collins, 2010, p. 167). Instead, these researchers begin the interview process and treat the first few interviews as pilot studies which they assess to see whether the interviews adequately address the research question and if necessary, they make changes to the questions for the remaining interviews (Collins, 2010, p. 167; Van Teijlingen & Hundley, 2001).

This study followed the piloting technique suggested by Collins (2010) and Van Teijlingen and Hundley (2001), and accordingly, answers given in initial interviews were assessed, and the researcher was able to determine that the 'CSR Individual Interview Guide' (see Appendix G) was adequate and did not require any changes for subsequent interviews.

### **3.8 Methods of Data Analysis**

This study applied thematic analysis in analysing data. Thematic analysis is “a basic method for the identification of patterns (that is, themes) in data, including transcribed talk or conversation” (Freeman & Sullivan, 2019, p. 161). It is a flexible analysis method that is used with qualitative data and has no hard and fast rules (Braun & Clarke, 2006, pp. 15,27). Boyatzis (1998, p. 4) indicates that one of the purposes of thematic analysis is to analyse qualitative data. This study employed Braun and Clarke’s (2006, pp. 16-23) six-phase thematic analysis guide:

#### *Phase 1: Familiarising yourself with your data*

This initial stage involves “repeated reading of the data and searching for meanings, patterns and so on” (Braun & Clarke, 2006, p. 16). In this study, interviews were transcribed after each session. Interview and testimonial transcripts were read at least five times, and the process of identifying patterns was initiated. Atlas.ti 9 software was employed to assist with analysis, and all transcripts were uploaded to the software. Lucidchart was used to generate a flowchart that detailed the process to establish partnerships.

#### *Phase 2: Generating initial codes*

This phase involves generating codes from the data. These “codes identify a feature of the data that appears interesting to the analyst” (Braun & Clarke, 2006, p. 18). The initial codes were divided into two sections for SSI and the participants.

#### *Phase 3: Searching for themes*

This phase involves “analysing codes and considering how different codes may combine to form an overarching theme” (Braun & Clarke, 2006, p. 19). Boyatzis (1998, p. 4) identifies a theme as “a pattern that at a minimum describes and organises the possible observations and at a maximum interprets aspects of the phenomenon”. The initial codes for SSI and the participants were re-examined. Some of these initial codes were broken down even further to form other codes, and from there, a decision was made as to which ones would form main themes and which would be sub-themes. As Braun and Clarke (2006, p. 20) suggested, the relationships between the themes were also assessed.

#### *Phase 4: Reviewing themes*

This phase consists of two steps: the first step involves assessing whether themes form a coherent pattern and developing a thematic map; whilst the second step involves re-reading the

entire data set to evaluate whether the thematic map developed in the first step is appropriate and if it is not then fine-tuning of themes should be done (Braun & Clarke, 2006, pp. 20,21). A thematic map is a “visual representations of the themes (and sub-themes) which demonstrates how the patterns in the data link with each other” (Freeman & Sullivan, 2019, p. 175). This study applied the two steps mentioned above to the data and subsequently developed a thematic map.

#### *Phase 5: Defining and naming themes*

There is no set number of themes or sub-themes, only that “a good set of themes is one that captures the nature and scope of the data well” (Freeman & Sullivan, 2019, p. 177). A detailed analysis should be done for each theme, and themes should be clearly defined and named (Braun & Clarke, 2006, pp. 22,23). This phase is completed when a final version of the thematic map is created and has all the broad patterns identified in the data (Freeman & Sullivan, 2019, p. 178). In this phase, further refinement of this study’s themes was undertaken, the identification of any sub-themes was made, and a final thematic map was developed.

#### *Phase 6: Producing the report*

In phase 6, “the final analysis and write-up of the report is done...the write-up should provide sufficient evidence of the themes within the data – i.e., enough data extracts to demonstrate the prevalence of the theme” (Braun & Clarke, 2006, p. 23). Careful selection of quotes should be made that best represent the data so that readers can feel familiar with participants (Freeman & Sullivan, 2019, p. 181). This study closely followed the suggestions made by Braun and Clarke (2006) and Freeman and Sullivan (2019) to produce the final report or ‘interpretation of findings’ in chapter five of this study.

#### **3.8.1.1 Criticism of the Braun and Clarke Method**

Scholars such as Lawless and Chen (2019, p. 93) have criticised Braun and Clarke’s (2006, p.27) method of thematic analysis and seem to suggest that its flexibility leads to a lack of methodological rigour that qualitative research is often accused of. For rigorous thematic analysis, Hübner (2007, p.78) suggests that “themes need to be classified based on clear criteria”. Lawless and Chen (2019, p. 95) and Hübner (2007, p. 78) refer to Owen’s (1984) approach to thematic analysis, which has three criteria – recurrence, repetition, and forcefulness. Despite the criticism of the Braun and Clarke method, this study used it as “it

offers a clear and usable framework for doing thematic analysis” (Maguire & Delahunt, 2017, p. 3).

### **3.9 Bias**

It is vital for data collected to be accurate so that the correct answers can be generated to questions (Juran Institute, 1992, p. 7). Bias refers to a predisposition or partiality which in qualitative research can arise from inaccurate sampling, design of the data collection instrument, the collection procedures, the interpretation methods, or perceptions of the persons collecting the data and inadequate reporting of findings (Given, 2008, p. 60; Juran Institute, 1992, p. 7).

Case studies can be prone to bias if used only to substantiate preconceived notions (Yin, 2003, p. 72). There can be errors in selecting cases as representativeness is a subjective decision based on specific characteristics (Mustafa, 2008, p. 22). In this case study, purposive selection was used with the aim being to select participants that would inform the research question based on certain inclusion criteria. The primary purpose of inclusion criteria is to objectively identify study participants and reduce selection bias (Houser, 2018, p. 162).

In qualitative research, researcher bias can occur when researchers do not critically examine the influence their viewpoints might have had on their results (Jones *et al.*, 2005, p. 474). Researcher bias can be countered through extensive researcher reflection (Lodico, Spaulding, & Voegtler, 2010, p. 165). The researcher tried to be as objective as possible to minimise researcher bias.

There is a risk that respondents might suffer from recall bias in interviews and, because of imperfect recollection, decide to alter their responses in the direction they perceive is desired by the researcher introducing another bias called obsequiousness bias (McIntosh *et al.*, 2010, p. 169). One way to minimize recall bias is to have a short recall period when asking participants about routine or frequent events (Althubaiti, 2016, p. 213), and this rationale informed the selection of participants for this study. Individuals selected had to meet the criteria of having enrolled in CSR programmes within the past five years.

### **3.10 Summary**

This chapter outlined the methodology that was used to undertake this study. A qualitative instrumental single nested case study was employed to gain insights into CSR in Botswana and compare the participants' experiences. The objective behind comparing participants experiences was to enable the assessment of SSI's CSR programmes from the perspective of the participants as they are the ones who benefit from the programmes. The choice of population and sample were justified. Descriptions were given of the ethical considerations that the study faced, the primary data, secondary data and triangulation methods that were used. Justification of the piloting technique that was followed and the different types of bias that this study encountered were given. This study followed the Braun and Clarke method of thematic analysis to analyse data. Although Braun and Clarke's approach is criticised for lacking rigour because of its flexibility, it was used as it has a clear and practical structure. The next chapter presents the findings of this study.

## **CHAPTER 4: PRESENTATION OF FINDINGS**

### **4.1 Introduction**

Social science research is about the “collection, exploration and reporting of information about people and societies” (Yates, 2003, p. 3). Research endeavours to search for facts, answers to questions, and solutions to problems (Khan, 2008, p. 2). The purpose of this study was to gain insight into CSR in Botswana through the lens of NGO and corporate partnerships. Using a case study of SSI, the study sought to understand: (1) the CSR practices of firms, (2) the types of partnerships that exist between NGOs and corporates in Botswana, (3) the capabilities of NGOs in running CSR programmes, (4) whether CSR partnerships can deliver sustainable CSR programmes, (5) how NGOs, CSR partnerships and participants’ evaluate CSR programmes. Depending on the findings, the study would determine if it was necessary to mandate CSR in Botswana. The first three chapters of this research essay introduced the need for CSR in Botswana, the literature on various aspects of CSR, and the research methodology employed in this study.

This chapter will present the findings of this study “as objectively as possible and without speculation; that is free from researcher bias” (Bloomberg & Volpe, 2008, p. 107). A qualitative study utilising an instrumental single nested case study was conducted with data collected from interviews, mass media and company records. Ten semi-structured telephone interviews were undertaken of a management representative of SSI and nine participants who had enrolled in SSI’s CSR programmes within the past five years. Background information will be given on SSI, its programmes and the participants. Data findings in sections 4.3, 4.4 and 4.5 will be presented according to the research questions.

### **4.2 Stepping Stones International**

The information in the following three paragraphs was obtained from SSI. SSI is a Botswana based NGO founded in 2006 by Lisa Jamu, with offices in Gaborone and a centre in Mochudi. For the past 15 years, it is an organisation that has attempted to assist the government in addressing the various inequalities and challenges in essential basic services that Botswana has in areas such as Mochudi, Kgatleng, Ghanzi, Bobonog, Good Hope and the Central Region. These efforts have been made through the eighty staff employed by SSI. SSI’s programmes through which it delivers essential basic services to communities in Botswana include its

Literacy programme in which it has partnered with the Ministry of Education and a local insurance company, and its Leadership and Ready to Work programmes in which it has partnered with local corporations.

SSI offers four core services: child and youth empowerment, family strengthening, strengthening service providers, and advocacy for child protection, which are provided to unlock the child's potential to become self-sufficient and a productive member of society. SSI offers centre-based activities, school-based activities, and outreach in communities. SSI also offers other programmes such as life skills coaching, psychosocial support and community mobilisation. The beneficiaries of SSI are orphaned and vulnerable children and young adults from disadvantaged backgrounds.

#### ***4.2.1 SSI's Programmes***

This study interviewed participants that have been part of four of SSI's programmes: Education, Leadership / Finding the Leader Within, Ready to Work and Young Mothers. Under the Education programme, SSI provides academic support such as tutoring, the English Access Micro Scholarship programme, literacy, and peer education. The participants in this programme also benefit from the Life Skills, Leadership and Psychosocial Support services that SSI offers to participants at the Mochudi centre. In Life Skills, the participants learn about goal setting, communication skills and financial management. In Leadership, they learn about entrepreneurship skills, career awareness, income-generating activities, and computer training. Psychosocial Support services offer psychological counselling, sporting activities, art and drama expression, and caregiver support services that involve visiting the youth participant family's homes where issues are identified within the home. A family care plan is developed for the child.

The Leadership programme, called 'Finding the Leader Within', is conducted at the Botswana-Baylor Children's Clinical Centre of Excellence (Botswana-Baylor) in Gaborone. Botswana-Baylor has a partnership with SSI to implement Finding the Leader Within. This programme targets out-of-school and unemployed youths between the ages of 16 and 25. The eight-month curriculum focuses on leadership development, career and vocational guidance, healthy and productive lifestyles, financial literacy and information and communications technology skills. The sessions are facilitated by Botswana-Baylor staff and volunteers (Botswana-Baylor Children's Clinical Centre of Excellence, 2016 - 2017 Annual Report).

The “Ready to Work” programme was a CSR programme resulting from a partnership formed in 2008 between SSI and Barclays / ABSA. The Ready to Work Programme addressed some of Botswana’s issues, such as its graduates’ inadequate skillset, which the World Economic Forum Global Competitiveness Report (2019, p. 108) ranks at 114 out of 141 countries. This programme also assisted participants with budgeting, a skill that is sorely needed, a skill that, given that private savings in the country are low (Hungwe & Odhiambo, 2018, p. 321), would help in boosting the low savings culture of Botswana compared to other African countries (Mmegi, 2014). The partnership between SSI and Barclays / ABSA has recently dissolved.

The Young Mothers programme is a support group that aims to unlock the potential of vulnerable youth mothers through holistic development, strengthening families and activating sustainable opportunities for them to become self-sufficient (Daily News, 2016).

#### ***4.2.2 SSI Internship***

From the 10<sup>th</sup> of June until 19 July 2019, the researcher completed a six-week non-paying internship with SSI at their Gaborone office. Before the internship, the first meeting with Lisa Jamu was towards the end of May 2019 at the SSI centre in Mochudi, which has marked signposts directing you to the centre from the tarred turnoff in Mochudi and a few hundred meters driving down the dirt road is the SSI centre. The centre has a fence around it and has an immaculate and well-maintained yard. On the premises is an office, The Graaf Leadership Centre, and a hall. The office houses the administration staff and the psychosocial counselling room, while The Graaf Leadership Centre has several rooms used for various purposes, including a computer lab that students can use. The SSI Mochudi centre is the product of the various partnerships that SSI has had with local corporates and associations, the Roman Catholic Church, and the US Embassy.

#### **4.3 Findings from SSI Interview Data**

The researcher initially communicated with management at SSI via telephone and email, describing the purpose of the study, inviting SSI to participate, sharing the interview guide and confirming a convenient date and time for a telephone interview. The interview was conducted telephonically on Wednesday 11 November 2020 with the SSI Rep. One of the first things the interview tried to establish was SSI’s understanding of CSR as it is “a multifaceted and contested concept” (Amaeshi, Nnodim, & Osuji, 2013, p. 7) “with no uniform definition” (Lu



& Abeyssekera, 2014, p. 8). Depending on who is referring to it, CSR has many names such as corporate responsibility, corporate citizenship, and corporate sustainability (Amaeshi *et al.*, 2013, p. 7). SSI has its own definition of CSR:

*“Corporate Social Responsibility, we have re coined it Corporate Social Relationship as it entails (in our case) a relationship between a CSO and a private/ corporate sector entity. The relationship entails the corporate providing support to the CSO to contribute to society goals and to improve social ills. On the other side of the relationship, the CSO is the conduit for implementing the service to improve society and can as well provide services or support to the for-profit making organisation”.*

***Research Question 1: What is the nature of partnerships between NGOs and corporates in Botswana?***

The first research question intended to establish the nature of partnerships between NGOs and corporates in Botswana and to determine whether these partnerships go further than the conventional notion of philanthropy in which a company funds NGO projects and, amongst other things, pools resources and capabilities and offers an alternate route for development integrating economic and social factors (Berlie, 2010, pp. xvi, xvii). In SSI’s experience, it has found that partnerships and CSR are generally not well understood in Botswana mainly because NGOs and corporates do not understand each other’s business models.

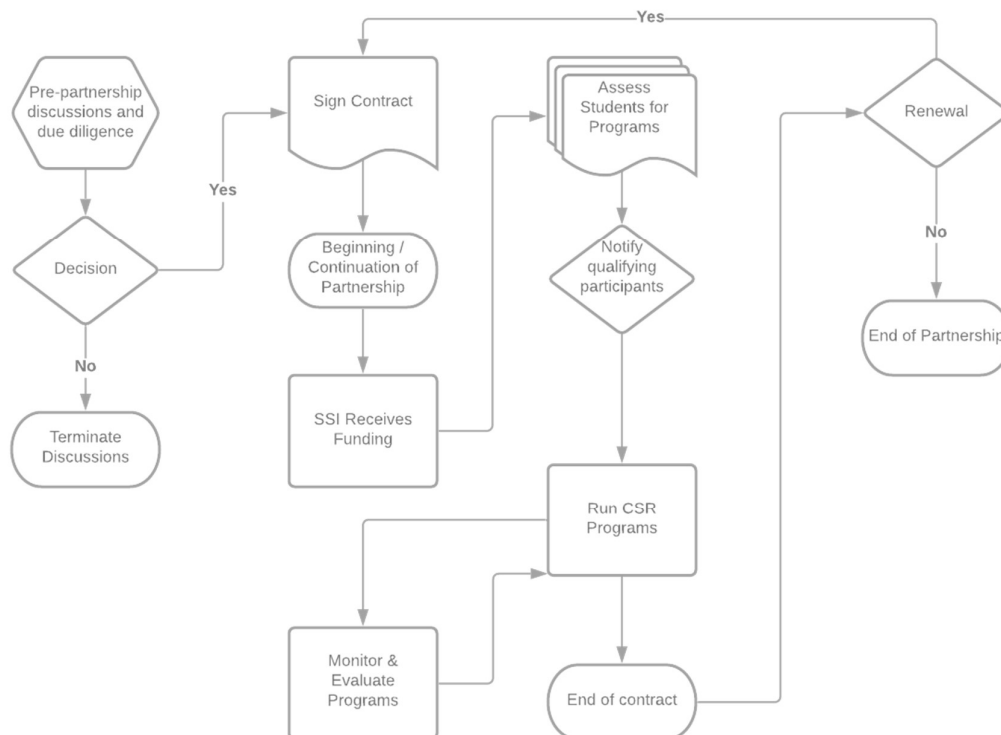
SSI has observed that small companies tend not to participate in CSR because they seem not to understand what CSR is and the role they can play in it. Larger companies have been found to be more active, and SSI gave the example of Debswana as a company that has a well thought out CSR strategy that focuses on issues such as entrepreneurship and vulnerable populations like women and children. SSI highlighted that some companies have funds they reserve for CSR initiatives but do not have a specific strategy and tend to give one-off donations and do not establish partnerships, and other companies engage in philanthropic efforts giving basics but do not necessarily have a plan for long term impact.

SSI pointed out that in Botswana, corporates follow a few avenues when they wish to spend money on CSR projects: advertising an expression of interest in newspapers, approaching NGOs they would like to donate to or establish a partnership with, third party introductions to an NGO. SSI also sometimes approaches the companies through cold calling. Some of the

challenges SSI has faced with some corporations is an apparent lack of transparency. These corporations put out expressions of interest, and when NGOs like SSI respond and submit well researched and drafted proposals, they are rejected but told that it was a good proposal, and when they ask the corporations for reasons for the rejection, the corporations do not respond.

If the corporate has expressed that it would like to establish a CSR partnership, the process can often be lengthy. The process includes drafting of proposals by SSI, submitting the proposal to the corporate, reviewing the proposal by the corporate, revisions to the proposal, and so on until finally a contract is drafted and a partnership established. In SSI's experience, this process can take anywhere from 3 months to 18 months or even never, as some corporates can interact with them, have meetings with them, accept proposals from them and then not notify them whether they were successful or not. If the corporates do not revert to SSI, they have found this extremely frustrating as drafting proposals is similar to drafting a corporate business plan and requires tremendous effort, time, and research to complete. Figure 6 illustrates the typical process that SSI undertakes in establishing its partnerships.

**Figure 6: Process to Establish Partnerships**

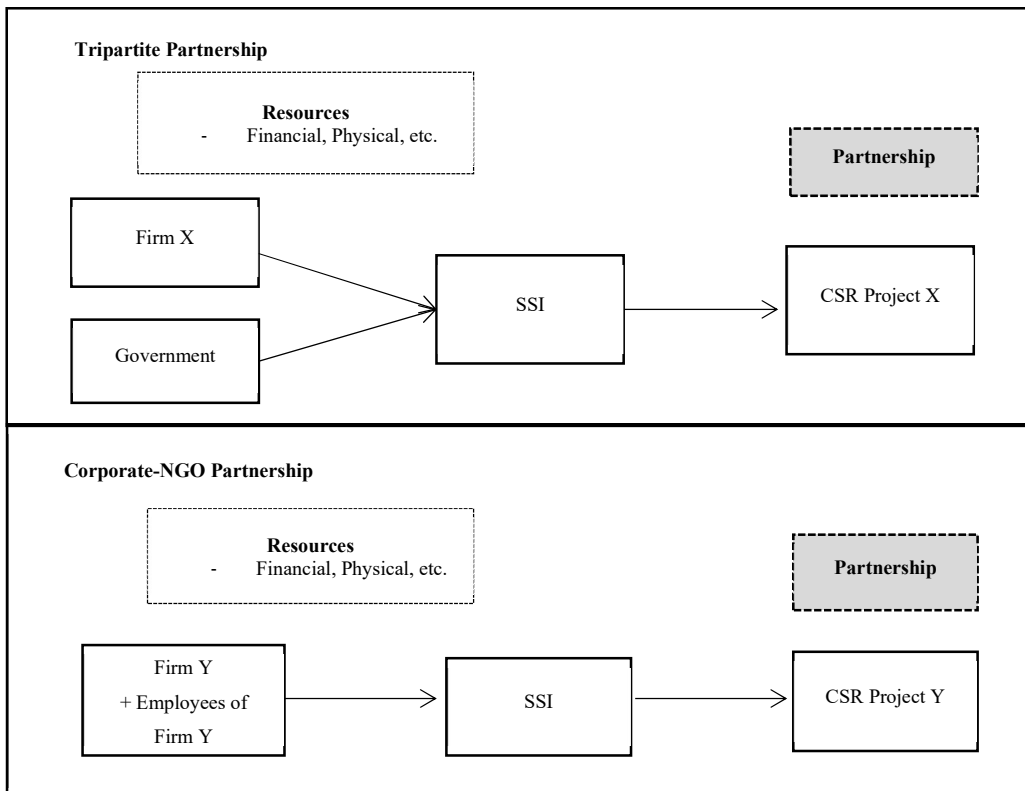


(SSI, 2020a)

**Research Question 2: Can partnerships between NGOs and corporates deliver sustainable CSR programmes?**

SSI has had several partnerships since it started in 2006, with some being longer than ten years and some as short as a year. A prime example provided by SSI of a partnership that has delivered a sustainable CSR programme is the more than 10-year-old partnership between SSI and the FACET Foundation, which funded The Graff Leadership Centre in Mochudi. From this centre, SSI has been able to carry out many of its programmes. Another example of a partnership includes one that began as a tripartite arrangement between SSI, Botswana Insurance Holdings Limited (BIHL) and Botswana’s government on a literacy project and has since evolved and is now only between the government of Botswana and SSI. Figure 7 illustrates some of the types of partnerships that SSI has held over the years. Partnership type 1 shows the tripartite arrangement that SSI had, and partnership type 2 shows a partnership that SSI had with a firm that also involved employees volunteering at the SSI Mochudi centre.

**Figure 7: Illustration of SSI’s Partnership Models**



(SSI, 2020a)

SSI highlighted that partnership contracts could end, and corporates might not renew the partnership for several reasons, including that the corporate has changed strategy, the corporate is struggling financially and has to reduce the amount allocated to CSR, and perhaps the NGO might not have performed to expectations. For instance, SSI's long-standing partnerships with Barclays / ABSA bank, which began in 2008 and focused on income generating CSR initiatives for its participants, was terminated during 2020.

***Research Question 3: How are CSR programmes evaluated?***

SSI measures its CSR projects' performance on an on-going basis using internal indicators that assess outputs and outcomes. For example, if SSI were conducting a literacy programme for a Standard 2 class, it would assess this programme's performance by noting the percentage of students who had improved their literacy in this programme. If SSI were conducting a financial literacy programme, it would assess this programme's performance by noting the number of individuals reached via this programme.

***Other issues that arose in the interview with SSI***

In many instances, CSR does not need a lot of money, and SSI suggested that corporations should find more creative ways of giving back to society. For example, CSR partnerships could develop from corporations giving technical skills to an NGO, i.e., assisting NGOs with their accounting systems, HR systems, and so on. Although CSR does not always need a lot of money, having good funding does make a difference. If SSI were to receive a million pula:

*“First of all, we would hire some monitoring and evaluation (M&E) people because our M&E is not as strong as it should be. We would be able to collect all the data, analyse it better and feed it back. Number two, as a centre, especially, we will be able to hire more tutors, more staff and offer more services and probably with a million Pula we could easily double the size of what we're doing. So we would reach 120 kids instead of 60 kids. And then also be able to do some outreach into the community”.*

SSI can assist corporates in an advisory capacity to devise CSR strategies and suggests that the strategy should be focused, looking at one or two areas and should also have three main elements, *“a funding component, a staff component and a branding component”*. A CSR committee should overlook this strategy. Corporates could better understand CSR issues if they had a CSR committee that understood societal ills. The primary purpose of the committee

would be to put out expressions of interest and manage CSR partnerships between the corporation and NGOs by asking for audits and quarterly reports and reviewing these documents to ensure that NGOs were doing what they were supposed to be doing and that the CSR partnerships were achieving the targeted goals. SSI's recommendations are broadly in line with McElhaney's (2008, p. 212) recommendations that corporates should "develop cross-functional CSR councils to develop, refine and monitor the CSR strategy" and should also engage staff and involve and include them in their CSR strategies.

Not enough companies are engaging their staff to participate in CSR initiatives. Some corporates have the misconception that well-funded NGOs do not require more funding; however, this is not always the case as an NGO can have several programmes; some may be funded while other programmes may not be operational due to lack of funding. Many NGOs in Botswana have the capabilities to run CSR projects on behalf of the corporates; however, some reorganising of their businesses might be required so that they run themselves like profit-oriented businesses.

COVID-19 has altered the types of partnerships NGOs and corporates will have in the near term and going forward NGOs might need to adjust their strategies as key areas will be in health, contact tracing and gender-based violence issues. Post COVID-19 it will be difficult to obtain money from the corporate sector as most of the money that could have gone towards CSR initiatives has probably already been donated towards COVID-19 relief efforts.

SSI was of the view that the government should offer more tax cuts for firms to engage in CSR and felt that if this were to be done, more companies would engage in CSR. When asked whether the government should introduce a regulatory framework on CSR that makes it obligatory for corporations to engage in CSR, SSI responded with a resounding "*definitely!*" SSI's view is echoed in the study done by Mahambo *et al.* (2016, p. 172) that found that NGOs in Botswana thought it was necessary for there to be laws and regulations on CSR. The reason given by SSI for its view was that:

*"There are a lot of social issues, child sexual abuse, gender-based violence, HIV etc. Given that Botswana is a middle-income country, the community has to come together to work on the issues. Government cannot support all these issues. It is also important that companies support the communities they work in. It might be necessary to mandate*

*because some organisations just don't want to take the initiative nor spend time on managing the funds to the CSO”.*

#### **4.4 Findings from Interviews of Nine Participants and Four Participant Testimonials**

The main objective in interviewing the participants and reviewing the participant testimonials was to gain more insight into the programmes offered by SSI and answer research question 3, “How are CSR programmes evaluated?” from the perspective of the participants.

Qualitative data sources can include quotations, transcripts, observations, fieldnotes and excerpts from documents such as images and newspaper articles (Firmin, 2008, p. 192), and “interviews, documents and artefacts” (Miles, Huberman, & Saldaña, 2014, p. 11). For this study, semi-structured telephonic interviews were conducted with nine individuals that had participated in SSI’s CSR programmes. All participants were aged between 18 to 25 years when participating in the programme. Testimonials that were written by three individuals that participated in the “Ready to Work Programme” and one individual in the “Finding the Leader Within” Leadership programme were also used as part of the data.

##### **4.4.1 Overview of Participants:**

Section 4.4.1 provides an overview of the participants C, E, F, G, H, I, J, K and L. Further information provided in these participants interviews can be found in Appendix B.

##### *Participant C*

Participant C is male and was interviewed telephonically on Thursday 12 November 2020. In addition to the testimonial provided to the principal researcher by SSI, Participant C undertook an interview. Participant C attended the Ready to Work programme after completing his degree, where he learnt different types of skills relevant to the workplace. Participant C stated that the Ready to Work programme:

*“is one of the best programme’s that has opened my eyes”.*

##### *Participant E*

Participant E is male and was interview telephonically on Monday 16 November 2020. Participant E heard about SSI through the head of the house whilst still at Junior Secondary School in form 2. After undertaking an English proficiency test to determine language abilities,

Participant E initially participated in the English Access Micro Scholarship Programme, a 2-year programme. As time went on, Participant E also joined the After School Programme where Participant E was taught life skills and received tutoring in school subjects such as English, Maths and the Sciences, and all of this was at no cost to the students. Participant E also had access to psychosocial support, which helped the participant tremendously when having problems at home or school.

Participant E lives with an unemployed guardian, and his parent, who is a teacher, lives far away. If it were not for SSI, Participant E would have been unable to access a tutor's services. Participant E mentioned that not all students who go through the SSI programmes succeeded and attributed this to some students not having the right attitude. Although Participant E is no longer enrolled in SSI's programmes, he still goes back every so often to visit it.

#### *Participant F*

Participant F is female and was interviewed telephonically on Tuesday 17 November 2020. Participant F found out about SSI in standard seven from the guidance teacher. Participant F was initially at SSI for five years for psychosocial support, life skills, and income generation programmes, and after some time, joined the English Access Micro Scholarship Programme and received tutoring in several school subjects. Participant F is now studying at University. When enrolled in the various free programmes at SSI, Participant F lived with her mother, who was unemployed and was unable to afford to pay for a tutor to assist her daughter.

#### *Participant G*

Participant G is female and was interviewed telephonically on Monday 23 November 2020. Participant G was enrolled in the Leadership programme and the Young Mothers programme, which were both six months in duration. She heard about the programme from a friend who had also been on the programme. She applied to join the programme by sending her CV to SSI in Mochudi, and they called her back to inform her she had been accepted. The Young Mothers programme focused on teenagers who have kids at a young age, taught them how to avoid conflict such as baby daddy issues and exposed them to school and scholarship opportunities. Participant G felt that:

*“A lot of youth should go through the Leadership programme as it helps to avoid getting depressed, stealing and raping”.*

The two programmes made a noticeable difference in Participant G's life as she felt more confident and had managed to obtain a certificate to launch her career. Participant G expressed that the programmes had made her:

*“Proud of who I am”.*

She was grateful for what SSI had done and reminisced about her time there.

#### *Participant H*

Participant H is a female and was interviewed telephonically on Tuesday 24 November 2020. She had just completed Form Five when she found out about SSI from a poster that her mother had seen at a shopping mall. She was not doing anything with her life and was unsure of the path she would pursue. She decided to contact SSI and subsequently joined the Leadership programme, which she participated in for a year. Participant H is currently studying at a tertiary institution in Gaborone and has undergone an attachment.

#### *Participants I, J, K, L*

Of the four participants, I, J, K and L, one was male, and the other three were female. Participant I, J, K, and L were all interviewed telephonically on Wednesday 25 November 2020. They were all currently enrolled in the same high school and attending the After School programme at the SSI centre in Mochudi. They all found out about SSI from their school. One of the participants lived with both parents whilst the other three lived with various relatives.

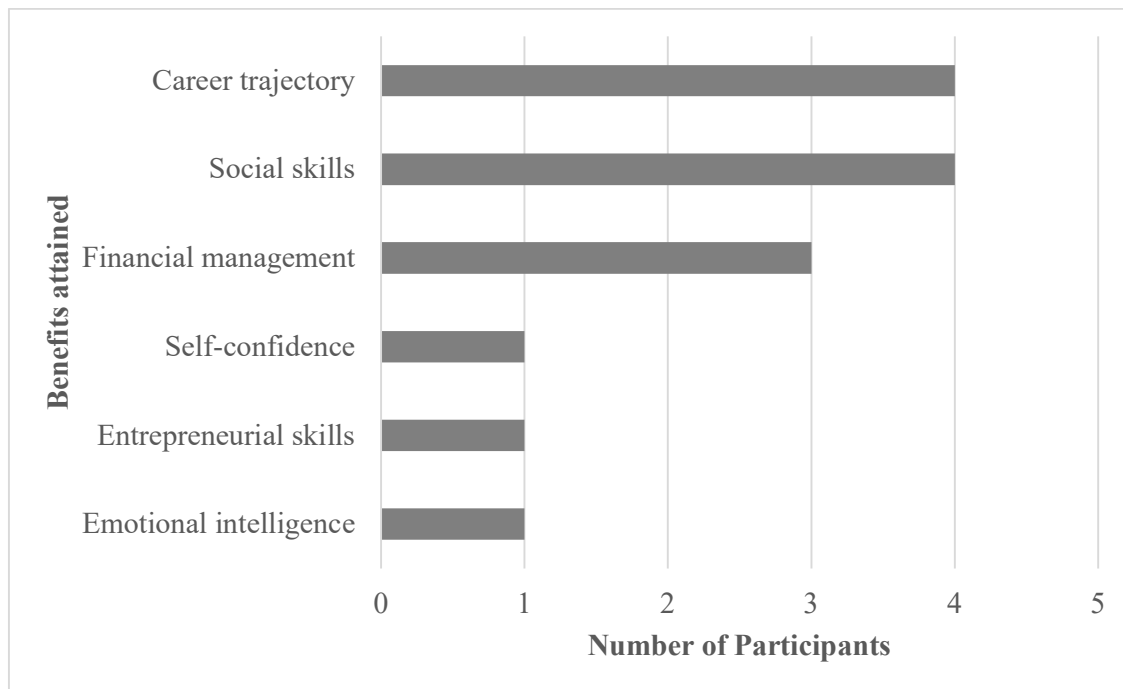
#### **4.4.2 Overview of Findings**

Interviews, testimonials and internet articles were explored to obtain participants views of the programmes offered by SSI. Three testimonials from participants in the Ready to Work programme and one testimonial from a participant in the “Finding the Leader Within” Leadership programme were perused. These participants were assigned the code names Participant A, B, C and D. In addition to the testimonial, Participant C was interviewed; the interview mirrored much of what was written in the testimonial. The extra information provided by participant C related to how the programme could be improved. Overall, the four testimonials had positive feedback and described the various skills that each participant had acquired over the course of their programmes and how this impacted them in their day to day



lives. From figure 8 it appears that the most common improvements were in social skills and clarity in career trajectory with all four participants reporting this, followed by an improvement in financial management skills which was reported by three participants. More information is available in Appendix A.

**Figure 8: Benefits Attained from CSR Programmes - Testimonials**



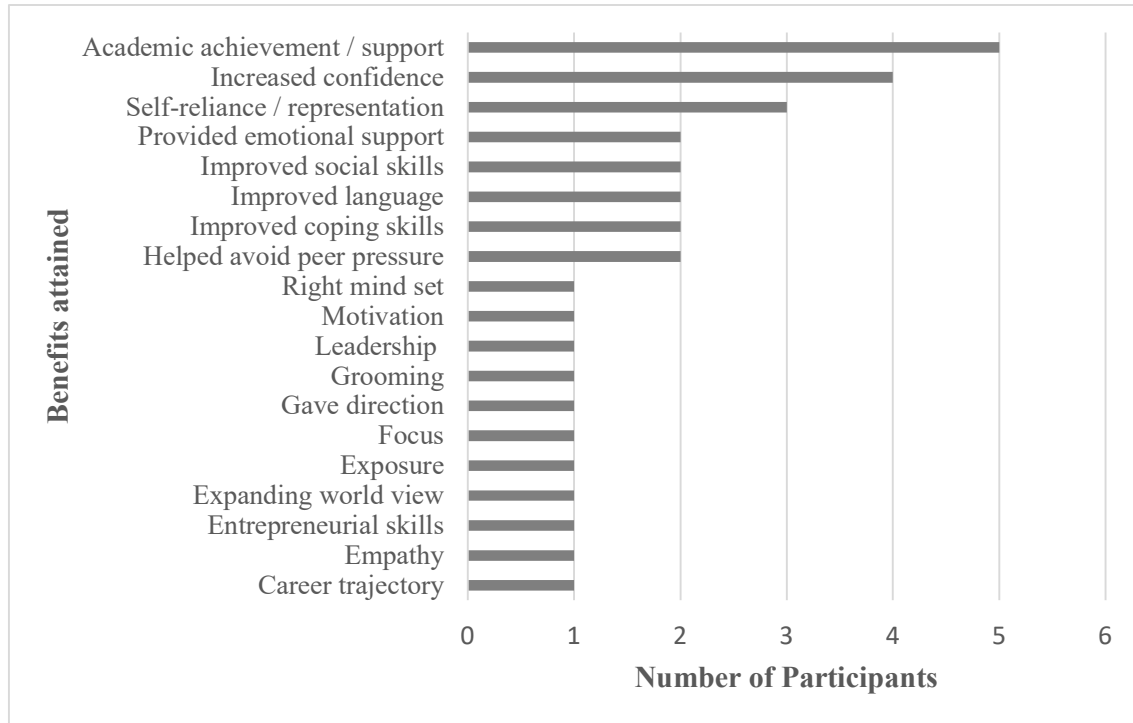
(SSI, 2020b)

The nine participants interviewed included five past participants and four current participants. The four current participants were all enrolled in the Education programme and the other five participants had attended one or more of the four SSI programmes on: Education, Leadership (Finding the Leader Within), Ready to Work and Young Mothers. The past participants spoke with confidence of skills gained and how they had managed to implement them in their lives whereas the current participants were generally more reserved.

Differences were seen in the perceived benefits across the different programmes and between past and current participants. However, it was evident that all participants had experienced an improvement in self-development. More than half of the participants were enrolled in the Education programme, so it was not surprising that in figure 9 academic improvement was the most reported benefit, followed by increased confidence levels and self-reliance / self-

representation. Benefits such as clarity in career trajectory and entrepreneurial skills were reported by participants in the Ready to Work and Leadership programmes. More information is available in Appendix B.

**Figure 9: Benefits Attained from CSR Programmes - Interviews**



(SSI, 2020c)

#### 4.5 Findings from Internet Articles

Ten internet articles were found on SSI that: (1) described the work they do, (2) highlighted the importance of donations, big or small, and the various ways in which volunteers can participate, (3) the advocacy work undertaken by SSI on child protection, (4) some of the CSR partnerships that SSI has been involved in, (5) recognition by government of corporate social contributions and (6) the opportunities that can arise for participants involved in social programmes. Of the ten articles, four are related to benefits attained by participants. The first article is about a graduation ceremony for the Young Mothers programme, where a participant gives testament to the hope the programme has given her. The second article is about Chakaloba Primary School, and the deputy director in the Department of Curriculum and Evaluation, Mr Dominique Khame, commends the partnership between BIHL and SSI, which has seen an improvement in the standard seven pass rate from 42% in 2012 to 70% in 2015. The third

article is about a young man who wanted to become a music artist, and doors were opened for him after attending SSI and winning a music competition. The fourth article is about SSI's achievements as reported by Y Care Charitable Trust, which includes: over 90% of school dropouts' in SSI's programmes return to school, and 98% of abused youth relocated to safer homes. More information is available in Appendix C and the Data Extraction Forms in Appendix D

#### **4.6 Summary**

A descriptive overview was given in this chapter of SSI, the nine participants, SSI's CSR programmes that the participants enrolled in and the internet articles referred to in this study. This chapter also discussed the findings of the study in relation to the research questions. SSI found that small companies do not typically engage in CSR due to a lack of understanding of CSR. It seems CSR partnerships are generally not well understood by both corporates and NGOs in Botswana. Corporates do not fully understand NGOs overheads, and NGOs do not fully understand that corporates exist to make profits. SSI found that some corporates engage in short term CSR activities but do not have CSR strategies or a plan for long term impact. Based on SSI's CSR initiatives, it was apparent that NGOs and corporates could deliver sustainable CSR programmes, but there must be clarity from the beginning for both parties, and the relationship should be nurtured to be successful. SSI expressed that some NGOs in Botswana might need some training to run themselves as profit-oriented businesses before running CSR projects in partnership with corporates. SSI indicated that it evaluates its programmes by assessing the programmes outputs and outcomes. The participants illustrated how SSI's CSR programmes have been beneficial, taught them skills, exposed them to various careers and built their self-confidence. Some of the internet articles on SSI reinforced the positive feedback from the participants' interviews. SSI suggested that the Government should consider offering more incentives for companies to engage in CSR.

This chapter managed to answer three of the four research questions. The answer to the fourth question, which seeks to ascertain whether CSR should be mandated in Botswana, will be deduced in Chapter 6: Conclusion and Recommendations. The next chapter interprets the findings made in this chapter.

## **CHAPTER 5: INTERPRETATION OF FINDINGS**

### **5.1 Introduction**

This chapter presented the qualitative data analysis process that was followed in interpreting the data gathered from primary and secondary sources in Chapter 4. Any insights gleaned sought to improve understanding of CSR in Botswana and contribute to determining the government's need to mandate CSR.

### **5.2. Methodology and Theoretical Framework**

Qualitative research does not have a “distinct set of methods or practices that are entirely its own” (Denzin & Lincoln, 2008, p. 9), and this allows qualitative data analysis to be an “interpretive, very dynamic, free-flowing process” (Corbin & Strauss, 2015, p. 1). Qualitative researchers have several analysis methods at their disposal such as semiotic, content, discourse, archival and phonemic analysis, even statistics, tables, graphs and numbers (Denzin & Lincoln, 2008, p. 9), grounded theory, phenomenology, ethnography and narrative analysis (Thorne, 2000, p. 70).

This study used thematic analysis to analyse the data collected, a method that Braun and Clarke (2006, p. 6) say can be viewed as “a very poorly branded method” as it is not usually included in named analysis like other methods such as narrative analysis and grounded theory. Thematic analysis focuses on identifying, describing, and analysing patterns or themes within the data (Braun & Clarke, 2006, p. 6; Guest & MacQueen, 2012, p. 10). Themes and narratives that include participants' actual words and experiences are “an important result of qualitative data analysis that adds richness to the findings and their meaning (Krauss, 2005, p. 767). In this study, much of the qualitative data collection methodology focused on the “lived experiences of the research participants” (Klenke, 2008, p. 12).

### **5.3 Summary of Participants**

This study included a management representative from SSI and nine participants that had enrolled in SSI's CSR programmes in the past five years.

- The SSI Rep was female.
- There were six female and three male participants in this study. This was representative of SSI's programme beneficiaries which are typically 60% female and 40% male.

- Three participants were enrolled in tertiary institutions in Botswana.
- Four participants were current students at a high school in Mochudi.
- One participant was self-employed.
- All nine participants were Motswana.
- Participants' ages ranged between 18 and 25 years of age when participating in the programmes.
- Four participants were currently enrolled in the English Access Micro Scholarship programme, the Life Skills programme, the After School Programme and receiving psychosocial support and tutoring.
- Two participants had enrolled in and completed the English Access Micro Scholarship programme, the Life Skills programme, the After School Programme and received psychosocial support and tutoring.
- One participant had enrolled in and completed the Leadership and Young Mothers programmes.
- One participant had enrolled in and completed the Leadership programme.
- One participant had enrolled in and completed the Ready to Work Programme.

One-on-one telephone interviews allowed participants to share details as openly as possible. The participants provided information on their experiences at SSI. They also provided information on their backgrounds which included their financial and family circumstances. Common among all participants was the lack of mention of a father figure. Mothers, aunts and grandmothers were the only parental figures mentioned. All participants were from financially disadvantaged backgrounds.

#### **5.4 Discussion of Findings**

This study is about CSR partnerships between NGOs and corporates in Botswana. This study tried to establish the types of corporates that would engage in CSR, NGOs' capabilities and capacities, the partnership environment, the evaluation of CSR programmes, and how participants viewed CSR programmes. Thematic analysis was employed, and five major themes and eight subthemes were identified (see table 6).

**Table 6: Themes and Sub-Themes**

<p><b>Theme: Corporate Environment</b>  <b>Subtheme: CSR Strategies</b>          -Small Co.'s more reticent to engage in CSR          -Some large Co.'s have strategies</p> <p><b>Subtheme: Typical CSR Efforts</b>          -Take a blanket approach          -Give one-offs          -Feel philanthropic if they give basics          -Don't have a plan for long-term impact</p> <p><b>Subtheme: Professionalism</b>          -Some Co.'s not transparent          -Some Co.'s do not give feedback          -Need more training on CSR &amp; its requirements</p>	<p><b>Theme: NGO Environment</b>          -Need to run themselves like a for-profit business          -Training required for some NGOs before running CSR projects          -Corporate funding low          -NGOs should be relevant</p>	<p><b>Theme: Partnership Environment</b>  <b>Subtheme: Establishing</b>          -Can take long to form</p> <p><b>Subtheme: Success Criteria</b>          -Nurture relationship, similar core values, communication, interdependence, clear understanding, careful selection of partners, advising partners, repeated interactions, recognising partners</p> <p><b>Subtheme: Challenges</b>          -NGOs misunderstand Co.'s bottom line          -Co.'s misunderstand NGOs overhead costs          -Changes in Co. Leadership</p>
<p><b>Theme: CSR Programmes</b>  <b>Subtheme: SSI's Programme Evaluation</b>          -For funding          -To inform and improve programmes          -Use internal indicators</p> <p><b>Subtheme: Participants Evaluation</b>          -Perspective              -Improved self-development</p> <p>-Suggestions for programme              -More mentorship              -Provide opportunities to apply concepts              -Increase duration              -Offer to a broader audience              -Improve monitoring &amp; evaluation              -Access to funding</p>	<p><b>Theme: Government Incentives</b>          -Not giving Co's enough incentives          -Should offer tax cuts</p>	
<p>*Co.'s – Corporate's</p>		

The themes were compiled into categories that were related to the research questions. A recap of the research questions that guided the study:

1. What is the nature of partnerships between NGOs and corporates in Botswana?
2. Can partnerships between NGOs and corporates deliver sustainable CSR programmes?
3. How are CSR programmes evaluated?
4. Why should CSR be mandated in Botswana?

### **5.4.1 Theme – Corporate Environment**

#### **5.4.1.1 Subtheme: CSR Strategies**

A policy briefing compiled by Corrigan (2014, p. 3) found that in less developed countries, “small businesses appear to be less active in CSI”. This could be attributed to the fact that SMEs (small to medium enterprises) in developing countries are typically unaware of CSR (Mullerat, 2010, p. 291) or tend to lack the budget or necessary resources and also may not have the right mind-set to be involved in CSR (Schmidpeter, Vertigans & Idowu, 2016, p. 277). These challenges are not only constrained to African SMEs (small to medium enterprises) as a survey of 350 European SMEs carried out in 2007 revealed that 43% of them were unaware of CSR, and 72% did not have a CSR policy, and most of these had no plans to implement one as they felt they were either too small or had no time for CSR (Mullerat, 2010, p. 289). SSI has found that:

*“The small companies, they don’t realise what they can do in different ways...and when you approach them, they’re just like, oh no, we’re not making that much profit, and we don’t have that much to give, and I’m like, well actually you do. We could just co-brand on something, they can just come to visit and do something like presentations, or there are so many ways to give without necessarily giving money all the time. And so I find the small businesses they don’t understand”.*

In less developed countries, CSI is “predominantly undertaken by larger companies” (Corrigan, 2014, p. 3). A similar trend was revealed in Europe, showing that large corporations were more likely to be involved in CSR (Mullerat, 2010, p. 289) than smaller corporates. SSI observed that:

*“For the large businesses, a lot of them surprisingly don’t have robust or really solid strategies that go along with their internal strategy or their mission or their vision or anything”.*

It would seem that these companies face similar issues to other companies in Africa where the “predominant culture is one of corporate sponsorship rather than CSR” and CSR initiatives are set up by corporates but are not formalised (Barry, 2015, p. 3).

#### **5.4.1.2 Subtheme: Typical CSR Efforts**

Observations made in the media on CSR in Botswana are that it tends to be “once-off and not long term in nature” (Mmegi, 2016). This is a view that SSI can corroborate as they have observed that some companies:

*“...feel philanthropic if they give basics...feel that they have some money and then do not have a strategy and just give one-offs”.*

SSI’s observations confirm Corrigan’s (2014, p. 3) findings on CSR in less developed countries that “for the most part it is approached as philanthropy” and “it does not have a fundamental impact on people’s lives”. SSI has also found that some companies with strategies:

*“They give, but they give like something like a one-off thing here, another one-off thing here, or they’ll give product”.*

SSI believes that these strategies are not robust and do not consider long-term impact, which puts the companies with a strategy in the same position as those without a strategy.

#### **5.4.1.3 Subtheme: Professionalism**

Dartey-Baah and Amponsah-Tawiah (2011, p. 130) suggest that “CSR in developing countries is most directly shaped by the socio-economic environment in which firms operate and the development priorities this creates”. However, SSI has found in some instances that there can be a:

*“...lack of understanding from companies on what social issues are”.*

SSI suggested that some corporates:

*“need more training so they can understand CSR and its requirements”.*

Though training could prove to be quite challenging to carry out as “every practitioner and scholar alike perceives CSR differently, and individually think they know what CSR is, or ought to be” (Cheruiyot & Onsando, 2016, p. 91).



Private donors tend to be cause-specific (Matenge *et al.*, 2017, p. 158); thus, when a corporation chooses an NGO to fund, it usually does so based on the particular concerns the corporate wants to sponsor (Poret, 2014, p. 6). SSI has found that corporates do not always give feedback and are not always transparent as they:

*“put out expressions of interest but already know who they want to fund”.*

There is no excuse for lack of feedback; however, SSI’s view that the corporates are not transparent could stem from the fact that in most cases, to get funding from these corporates, SSI / NGOs would have to participate in the causes that the corporates are interested in and perhaps the corporates have not specified the causes in the expression of interest.

#### **5.4.2 Theme – NGO Environment**

Ever since the mass exodus of donors when Botswana was declared an upper-middle-income country in 2005, many NGOs have struggled with limited financial resources. Accordingly, this has restricted the NGOs ability to “enable, plan, organise, and design clearly defined structures as well as equip their offices with adequate equipment and facilities” (Lekorwe & Mpabanga, 2007, p. 13). SSI’s assessment of NGOs in Botswana is that some will be able to run CSR programmes in their current state; however, they feel that there are others that:

*“until they can run themselves like for-profit businesses then hard for them to run CSR projects”.*

Mahambo *et al.* (2016, p. 162) note that “the private sector at times has been seen assisting with what they can, but it is questionable if this is helping in sustainable revenues, resources and functionality of the NGOs”. Based on Lekorwe and Mpabanga, and Mahambo *et al.*’s findings, it seems the NGO sector faces a lot of doom and gloom, which brings their ability to manage CSR projects into question. However, SSI is a firm advocate of training and in their view:

*“NGOs can run CSR projects if they can be trained to run NGO like a business”.*

COVID-19 has harmed the operations of many corporations. SSI found that some corporates that had previously indicated an interest in partnering on CSR initiatives were no longer able to partner with them as the funds set aside for CSR initiatives had instead gone towards COVID-19 rescue efforts. SSI's outlook for NGOs securing funds from corporates for the coming year was that:

*"It's going to be hard. Most of the money will be gone".*

SSI was of the view that:

*"NGOs must adapt during this time".*

SSI found that COVID-19 has brought opportunities to assist with health issues such as contact tracing and gender-based issues, areas that it previously was not engaged in but with some adaptations has been able to participate.

In SSI's experience,

*"A lot of companies are jumping on the COVID wagon. But these issues, for example, gender-based violence, have been there forever. Why didn't they jump on it faster, like sooner? But anyway, they're diverting their money to that. However, what we did and what we will do is we will also jump on their same train".*

SSI's experience points once again to the findings by Matenge *et al.* (2017, p. 158) and Poret (2014, p. 6) that corporate funding tends to be inclined towards specific causes. The other explanation could be that most CSR activities by corporates in Africa are "in response to call for assistance due to critical situations or emergencies, often reactionary and single one-off events" (Cheruiyot & Onsando, 2016, p. 98). SSI's experience corroborates The Sunday Standard's (2013) view of CSR being ad-hoc in Botswana.

SSI's experience highlights the applicability of the resource dependency theory to the relationships between NGOs and corporates. Scarce donor funding has led to the vulnerability of NGOs (Mahambo *et al.*, 2016, p. 172). Because NGOs like SSI are dependent on external sources (i.e. donors) for funding (Pfeffer & Salancik, 2003, p. 3), this results in NGOs being

controlled by their environment (Childers, 2012, p. 15) and some degree of flexibility is required in the strategies of NGOs to enable their survival. The scarcity of funds could compromise the role of NGOs as advocates, leading to them struggling to challenge accepted norms, possibly co-opting with corporates and neglecting the interests of the communities they represent (Baur & Schmitz, 2012, p. 10; United Nations Human Settlements Programme, 2003, p. 158; International Institute for Environment and Development, 1998, p. 2).

#### **5.4.3 Theme – Partnership Environment**

Partnership, just like CSR, has several varying definitions. A partnership can “describe many different kinds of relationships and activities, from the giving of grants, sponsorships and contracts to joint project management” (Rein *et al.*, 2005, p. 2). SSI views partnerships as arrangements that are:

*“...not a one-off, need longevity, and have some give and take”.*

For SSI, partnerships are not only about receiving funding from the corporate but also involve a sharing of resources. SSI’s view is not far off from the United Nations Sustainable Development Goals (SDGs), with which Botswana has aligned itself in the design of Vision 2036. SDG 17 is of relevance as it “recognises multi-stakeholder partnerships as important vehicles for mobilising and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals” (United Nations, 2015).

SSI has found that the corporates that have:

*“well-defined CSR strategies will partner with NGOs on a specific cause”.*

This finding confirms that Botswana corporates do partner with NGO’s and reiterates that corporates fund what they are interested in (Matenge *et al.*, 2017, p. 158; Poret, 2014, p. 6).

##### **5.4.3.1 Subtheme: Establishing**

Partnership formation has a long lead time, and on average, in SSI’s experience, a partnership takes between 3 months to 18 months or never to establish. Seitanidi and Crane (2009, p. 19) compare the process of partnership identification to “‘blind dating’ – hence the need for

research and a prolonged selection phase”. The long lead time is not unusual, as can be seen from data from the Global Environment Facility (GEF) (2007, p. 291), a United Nations agency that on some of its projects executed by NGOs took 23 months from when it received project proposals to when it approved the projects. Though data would vary from company to company, and the GEF is not a corporate per se, it serves as a valuable illustration of how long it can take for partnerships to form.

#### **5.4.3.2 Subtheme: Success criteria for a partnership**

The choice of partnership is a two-way process as NGOs must also pick their corporate partners wisely as they often represent vulnerable stakeholders such as children. SSI expressed that corporates that wished to form partnerships should conduct a mapping of NGOs that provided the services that fell within the corporates CSR focus areas. The onus is on corporates to conduct thorough due diligence on NGOs before partnering with them. The International Council of Voluntary Agencies (ICVA) (2015, pp. 4, 5) suggests that when corporates undertake ‘partnership capacity assessments’ which have varying requirements and definitions from company to company, a balance should be struck “between the need for due diligence, risk management and accountability and the transformative capacities of NGOs to make a long-term difference”. SSI does not have a checklist to pick its partners, but they always ask corporates:

*“How do we fit into your corporate social responsibility? And if they don’t have anything, it kind of raises a red flag, also asking them why do you want to do this?”*

This is a vital process for SSI to follow as NGOs need to partner with trustworthy companies that do not put their credibility and legitimacy into question, so they do not lose public trust (Poret, 2014, p. 12; Rademacher & Remus, 2017, p. 403).

SSI has successfully been engaged in two long-term partnerships for more than a decade, the FACET Foundation and, until recently, Barclays / ABSA. This study has identified one of the criteria of successful partnerships as being able to withstand the test of time. Time is identified by Seitani and Crane (2009, p. 20) as a metric of a successful partnership “despite the emergence of problems, shortcomings, and even crises, the partnerships persisted over time”. The criteria mentioned by SSI for a partnership to be successful (see table 7) are supported in

the literature. It would also seem that for a partnership to be successful, the reverse notion of stakeholder reciprocity as described by Fassin (2012, p. 88) and depicted in Matten’s (2006, p. 17) illustration of the stakeholder theory, is applicable. SSI has demonstrated this reverse stakeholder reciprocity by for instance, nurturing its relationships, including its partners in its activities, inviting its potential partners to the areas where they plan to have projects to illustrate the feasibility of the project and having recognition ceremonies for its partners.

**Table 7: Criteria for Successful Partnerships**

Condition	Supporting Quotes	Literature
Commitment	“We really try to nurture relationships so that we get into a longer-term partnership than just a one-off”.	(Mohr & Spekman, 1994)
Common goals	“We also look at their mission and see if it aligns to ours obviously private sector but kind of like their values, their core values as an organisation or as a company.”	(Jamali <i>et al.</i> , 2011, p. 380), (Barroso-Méndez <i>et al.</i> , 2015, p. 192), (Remund & McKeever, 2018, pp. 320-321)
Communication	“...making sure that we’re informing them, communication is tops it is key.”	(Kanter, 1994), (Rein <i>et al.</i> , 2005, p. 26), (Trafford & Proctor, 2006, pp. 121-124), (Jamali <i>et al.</i> , 2011, p. 380)
Interdependence	“It’s providing quality impactful outcomes in your community, and being able to report those back to your donor, or your corporate partnership, so that they then can also proudly talk about the partnership and what they’ve achieved through their money.”	(Kanter, 1994), (Mohr & Spekman, 1994, p. 138)
Clarity of agreement	“...a clear understanding from the beginning of how we will proceed. So kind of having the pre-conversations is what’s important.”	(Jamali <i>et al.</i> , 2011, p. 380),
Careful selection of partners	“We don’t really do a formal risk assessment of them. But we do look into, you know, their backgrounds of who they’ve given to in the past, what their interests are.”	(Rein <i>et al.</i> , 2005, p. 26)
Relationship learning and repeated interactions	“They wanted to do it all online, and I put in a budget that was not all online because I knew in rural areas that people do not have access to the internet. So what we did is we actually invited them out and said, come see for yourself; well, the ones we were working with knew that it was like that, but then the seniors didn’t. Come and see how this is not going to work and the importance of that interaction, you know, you have to show them by example, where it’s like that.”  “...including them in the activities that we’re doing, including their brand, as part of us.”	(Barroso-Méndez <i>et al.</i> , 2015, p. 192), (Jamali <i>et al.</i> , 2011, p. 380),
Investment / recognising partners	“two of our long-standing donors who have given us things in kind, and we had a breakfast ceremony for them, and we presented them with awards for long-standing partnership. So, it’s not just about them giving us money, but it’s about us giving them recognition back”.  “the NGO also has to realise that they have to give something back to the corporate and it might be in the form of branding, co-branding etc.”.	(Kanter, 1994)

Appendix D, article 5 from Mmegi (2016) details the partnership between Barclays and SSI, which began in 2008. Some of the programmes over the eight-year partnership include an income-generating programme, a vegetable garden and Aflatoun – a financial literacy programme. The article also details the cross-sector collaboration between SSI, UNICEF and Barclays in the development of Teach Aids – an educational tool. The article highlights that thousands of young people have benefitted from the income-generating programme, Aflateen programme and the Teach AIDS initiative. The article concludes with Barclays conveying its wish to see more youth benefit from the SSI programmes and affirms its commitment to the SSI relationship “over the coming years”. The Barclays-SSI partnership seems to be a successful CSR partnership which eight years later has withstood the test of time. It would seem successful, well-nurtured partnerships have partners yearning to nurture the relationship for a longer period. CSR partnerships and cross-sector collaborations can achieve so much more together, as evidenced by the positive impact on the thousands of individuals that have been reached.

#### **5.4.3.3 Subtheme: Challenges**

In a case study done by Seitanidi and Crane (2009, p. 4) on two long-term CSR partnerships in the UK, they expressed concern that “the ways that BUS-NPO partnerships can and should be implemented are not well understood”. SSI is also of the view that CSR partnerships are not well understood in Botswana and often:

*“People from the NGO side don’t understand the fact that when we’re asking corporations and private sector for funding what it is, we are asking. We don’t understand what their bottom line is. And their bottom line is for-profit. And on the other side, the corporates don’t understand well that most NGOs are providing services, they don’t have products or their products are services to communities”.*

The variance in thinking between NGOs and corporates tends to result because of the differences in what the bottom line means to both: for corporates, the bottom line is about making money, and for NGOs, “the bottom line is mission, not money” (Joyaux, 2011, p. 9). From the description given by SSI, it would seem that Jamali and Keshishian (2009, p. 292) are correct that business-NGO partnerships in developing countries are more symbolic in

nature; and are not about the competitive advantage of the firm, with a philanthropic approach satisfactory for both partners.

SSI has found that when some corporates:

*“want to fund a programme, which is aligned to whatever their strategy is internally; they need to fund salaries because the salaries are part of the activities, the salaries of the people giving the services. And a lot of times they’ll say, oh, we’ll fund the activity but not your overhead thinking your overhead is your salaries”.*

This lack of understanding by corporates on what NGO overheads entail can make it difficult for NGOs to deliver services to communities, and as stated by Lumley in Morino (2011, p. 11), “too often, funders set the agenda with their own requirements [and] cripple the organisations they’re trying to help”.

Sometimes a change in a corporation’s top executive management can result in a change in CSR strategy and, subsequently, the partnership’s conclusion. The partnership’s culmination can sometimes mean that the programmes funded under this partnership must be wound-up if the NGO cannot find another partner, which can adversely affect the programme’s beneficiaries and the staff hired to run the programme. SSI realises that:

*“Partnerships are never permanent. It just depends what’s in the contract. With new leadership sometimes come new things they want; it all depends on the leadership”.*

Changes in executive management can lead to the new individuals having differing assumptions (Filho *et al.*, 2010, p. 296), and this can lead to the corporation changing the focus of its CSR strategy.

#### **5.4.4 Theme - CSR Programmes**

##### **5.4.4.1 Subtheme: SSI’s Programme Evaluation**

The evaluation of CSR programmes’ tends to be subjective as there are no comprehensive rules or standards (Anderson & Abensour, 2017, p. 260) that measure outcomes, outputs and impacts, and corporates employ differing evaluation methods (Erogbogbo *et al.*, 2013, p. 65).

SSI evaluates its programmes by using internal indicators that assess the programmes outputs and outcomes.

*A lot of them are based on international standards, like the ones for self-esteem that we do are international standards. The ones we're doing for literacy are an international standard from the University of Utah Reading Clinic. Some of the indicators are output indicators, like the number of youth who have gone through the programme. In the leadership programme, we use our own indicators. So, it's a mix of indicators. We benchmark them against or align them to international ones. We set our own targets in-house.*

SSI also has indicators that it agrees on with its partners for the programmes that it runs.

*When we put in a proposal, we put indicators in the proposal that we agree on with the donor that we will reach.*

SSI has had third party evaluations done on some of their programmes. These evaluations looked at outcomes and were mandatory in that they had to be included in their budget submission to the donor, and the donor funded them. However, this is not common practice in their corporate partnerships.

*We had an evaluation done for one of our donor-funded programme's. Now, it was not a deep evaluation, but it was a third-party evaluation. It was for our programme on child protection to establish whether or not we had achieved. So, if we are working with partners correctly, then the donors would include that in the budget and allow us to use some of the funding to evaluate. With some of our donors, evaluation is mandatory; you have to put it in your budget. But this is not being done by the private sector.*

To measure outcomes, NGOs need to collect information rigorously and continuously (Morino, 2011, p. 3). However, data collection requires money, and most donors, big and small, only fund programmes and do not want 'overhead' to dilute their donations (Morino, 2011, p. 3).



*The evaluations that we are required to do by some donors look at outcomes. Impact takes time. And so a lot of our projects are one, two year funded. If they were to fund three to five years, then you can do impact, but you can't really do impact over a year. With impact, there are many complex factors in it. Big change takes time.*

SSI does not undertake impact evaluation by using third-party data as suggested by Anderson and Abensour (2017, p. 267). SSI measures impact on an individual level and gives the example of Chakaloba Primary School, which after enrolling in a BIHL, Ministry of Education and SSI programme saw an improvement in the standard seven pass rate from 42% in 2012 to 70% in 2015 (see Appendix D, article 2).

*We measure impact more on the individual level, but we do measure impact. Like there were a couple of schools where we did the literacy, and the classes improved in their grades. Chakaloba, is a perfect example.*

SSI also gives the example of an individual learner who did exceptionally well after going through one of their programmes to illustrate how they assess impact.

*X was with our English access programme, and he went through our literacy programme. He wasn't reading well before, he really was not reading well at all and we got him to the point after several years, where he got a scholarship in form four, and he got, I think six A stars at the end of form five. He got a continued scholarship through A-levels and just graduated, with two A stars and an A. So that's impact but on an individual level.*

*If you look at impact, yes, you can define impact as that [looking at the larger community], but maybe put a caveat in there that says you have to look at the smaller ecosystem like a microsystem first. So instead of looking at everything that's happening in the community, you look at the classroom. Ok, well, that's having an impact. So then that is a good programme.*

How SSI approaches impact assessment confirms Morino's (2011, p. 9) perception that impacts are the most difficult of the three to measure. It also confirms the views of Van Tulder *et al.* (2016, p. 3) and Skjaereth and Wettstad (2009, p. 26) that impacts are analytically and methodologically challenging to measure due to a lack of analytical frameworks. SSI seem to

follow the advice given by Epstein and Yuthas (2014, p. 5) to use logic, other forms of intelligence and evidence.

SSI shared that programme evaluation is used to assess, inform, and improve its programmes and also so that this information can be used to support funding requests:

*“We want to know whether or not we’re really making any change. Evaluation is important because, you know, times change, things change, dynamics change and the environment, obviously, this year is an example. You need to be able to use those evaluations to say in the past, this is what we were doing, evaluating it we found this and therefore, we changed our programming like this, and this is why you should fund it. It is evidence-based complete with our core values”.*

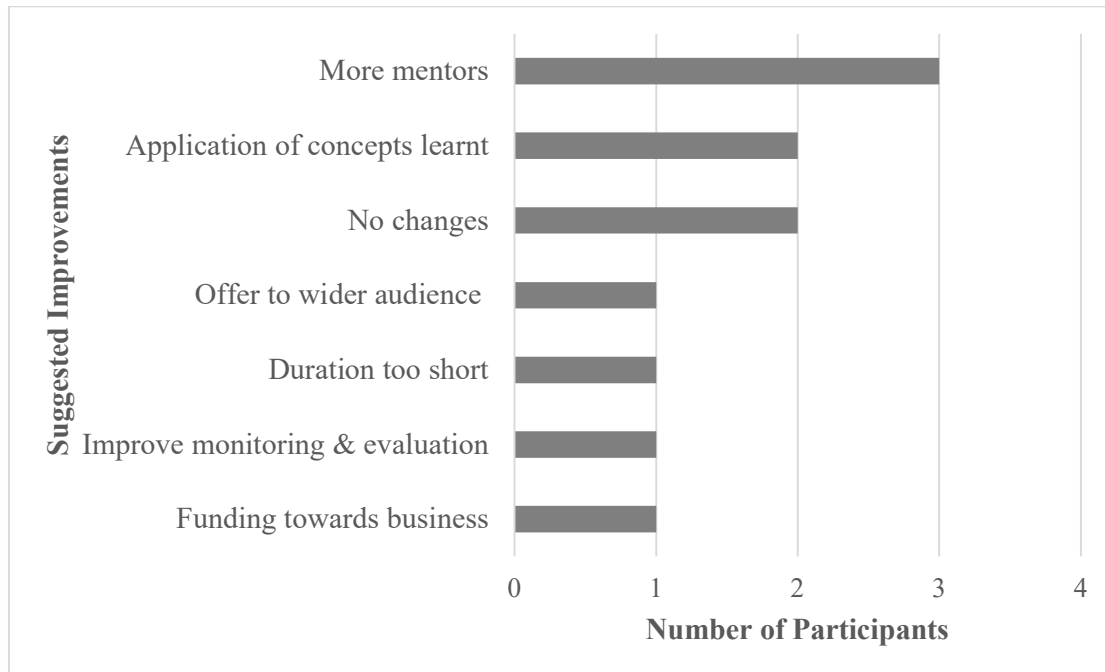
#### **5.4.4.2 Subtheme: Participants Evaluations**

In one of the few studies conducted on CSR in Botswana, Nair (2014, p. 18) suggested that the success or failure of a CSR programme should be based not only on the organisation’s assessment but also on the views of the beneficiaries of the programme. Therefore, it is essential to understand the beneficiaries’ perspectives that benefit from the CSR programmes to get a holistic view.

##### **5.4.4.2.1 Participants suggested improvements to the programmes**

The participants’ evaluations are based on programme improvements indicated by the nine participants interviewed. Four of the participants are currently enrolled in the Education programme. The other five participants had previously attended one or more of the four SSI programmes on Education, Leadership (Finding the Leader Within), Ready to Work and Young Mothers. Figure 10 shows that the participants’ two main improvements included having more mentors and being given the opportunity to apply skills learnt. These two suggestions were made by the past and present participants enrolled in the Education programme.

**Figure 10: Participants Suggestions on How to Improve SSI's CSR Programmes**



Participant C, who had attended the Ready to Work programme, suggested that improvements should be made in the programme's post monitoring and evaluation. Participant C also suggested that the programme fund some of the participants to start their own businesses, which is similar to the suggestion made by eighty-three percent of the beneficiaries in Nair's (2014, p. 21) study. The possible implications are that the participants in Nair's study who made similar suggestions were not of school-going age or had attended similar programmes to the Ready to Work programme; and depending on who the target market is, the emphasis on CSR priorities of economic versus philanthropic responsibilities will vary.

Visser (2006, p. 37) explains the CSR economic responsibilities of corporates as the provision of investments, job creation and payment of taxes. The suggestions made by the beneficiaries in Nair's (2004, p. 21) study and the participants in this study are in line with what can be expected of corporates. The participants' suggestions are helpful but not necessarily feasible as CSR programmes tend to have funding ceilings from their corporate donors.

Table 8 is an extension of Figure 10 and is a summary of the comments made by the participants on how to improve SSI's CSR programmes.

**Table 8: Participants Suggestions on How to Improve SSI’s CSR Programmes**

	<b>Suggestions</b>	<b>Key takeaways</b>
C	“following up their graduates and making sure that they get any opportunities for them. Yes, like they should go into the companies ask if they need interns, then they get the people that they have taught the work skills and then evaluate if those people are applying what they taught them in the workplace. Or funding some people with a bit of funds so that they can start their own business and see the performance of the businesses to see if they are applying the skills that they have learnt”.	-Improve monitoring & evaluation -Funding towards business
E	“should have more student mentors to motivate other students. For example, having a form 5 student mentoring a form 3 student can assure the younger student that the challenges they are going through can be surpassed”.	-More mentors
F	“fine with everything”	-No changes
G	“six months was not long enough for the Leadership programme as I would have liked to work more on computer skills”. “For the Young Mothers programme get the mother, father, baby to interact. Make it more inclusive. See how it goes when everyone is there. Fathers should be called to come there as they are not taking it seriously”.	-Duration too short -Application of concepts learnt
H	“I understand that the aim is to help the unemployed youth by giving them opportunities, and all that right. But I also feel like they need to open a little bit of a door for the students that are about to complete tertiary. Because when I went to tertiary and then attachment, I felt like there was a bit of a gap in terms of office work. Maybe those are things that you are not taught at school or at tertiary, but these are things that are taught in the Leadership programme”.	-Expand participant base to tertiary students
I	“I would say the sessions and the programmes are fine so far. Life skills that is where we get to learn the skills that we are going to use in our future lives. So I think, what can be done under the life skills department, maybe we should as participants have our own personal mentors, mentors who we can keep in touch with, who really understand us and they can keep in touch and say this is what you can do, this is what you cannot do, someone who understands us better”.	-Need personal mentors
J	“For me, it’s just fine. They’ve helped me the way I like”.	-No changes
K	“Life skills, I think that they could have improved it if we could apply some of it. For example, we are taught presentation skills, right? So if maybe we are given some opportunities, you know, maybe like teaching other peers, it can be about anything maybe about peer pressure, so that we can see if indeed we have improved our self-confidence, if indeed we have good presentation skills. So I think application, you know, we never really got to apply. We were just told if we are in front of people, this is what you do, but we never got the chance to experience it, the chance to put it into practice. So I think if they could have done that, I think they will be top”.	-Application of concepts learnt
L	“I think everything’s okay. Yah, maybe they could provide us with a mentor or something, because right now, I would like someone who could be my personal mentor”.	-Need personal mentor

#### 5.4.4.2.2 Participants perceived benefits from the programmes

In assessing whether the participants benefited from the CSR programmes as intended, an analysis was undertaken of the benefits reported by the participants in their interviews and testimonials and compared to the intended focus of the programmes (see table 9). In some instances, participants mentioned having attended a programme but did not impart the benefits gained. For example, participant I attended psychosocial support sessions but did not disclose anything further than attendance, whereas participant E expressed that psychosocial support:

*“Helped when having problems at home or at school”.*

It would seem that the Education, Ready to Work, Young Mothers and Life Skills programmes were the most beneficial, with participants’ feedback coinciding with the main objectives of the programmes.

Participants D, G and H, attended the “Finding the Leader Within” Leadership programme at the Baylor Centre in Gaborone, participant I was a student at the SSI Mochudi centre and participated in a version of the course. From the feedback given by participants D, G and H, the leadership programme was most effective at delivering career skills, followed by computer training as shared by participants G and I. Participant I was the only one reporting having gained leadership skills from the programme.

All six students mentioned the psychosocial support programme, but only four were prepared to discuss it further. This could perhaps be due to the sensitive and confidential nature of psychosocial issues. This programme was good at imparting coping skills to the participants, with three out of four students mentioning it. The participants revealed that the programmes were different but ultimately helped build their confidence, imparted skills to them, gave them direction and made them believe they could achieve. Responses on benefits attained by participants revealed three out of four of the main programmes delivered on the programme’s main objectives.

**Table 9: Participant Responses on Benefits Attained from Programmes**

Programmes & Objectives	Participant Responses												No.
	A	B	C	D	E	F	G	H	I	J	K	L	
<b>Ready to Work</b>													
Money skills	X	X	X										3
Entrepreneurial skills		X	X										2
People skills	X	X	X										3
Work skills	X	X	X										3
<b>Education:</b>													
Academic support					X	X			X	X	X	X	6
English Access Microscholarship / English Language skills					X	X			X	X	X	X	6
<b>Leadership</b>													
Leadership skills									X				1
Career skills				X			X	X					3
Business & financial literacy				X									1
Healthy lifestyles							X						1
Computer training							X		X				2
<b>Young Mothers</b>													
Positive parenting skills							X						1
Family planning & contraceptive methods													0
Career skills							X						1
<b>Life Skills – supporting programme</b>													
Confident						X			X		X		3
Assertive						X			X		X		3
Prepared to make informed life decisions					X				X		X		3
<b>Psychosocial Support – supporting programme</b>													
Coping					X						X	X	3
Communication											X	X	2
Build sense of self-worth						X							1

**5.4.5 Theme – Government Incentives**

SSI was of the view that government does not currently offer sufficient incentives for firms to engage in CSR and felt that the government should offer companies tax cuts for directing funds to CSR initiatives, and if this were to be done, it was likely that more companies would engage in CSR. SSI suggested that the government of Botswana:

*“They could have a sliding scale of incentives after the initial mandated amount has been donated. So the law says you provide 2% of net gain to CSR and then for every percentage thereafter you get tax cuts, as an example”.*

SSI is aware of the five incentives contained in the Income Tax Act of Botswana and expressed that:

*“I knew about the training one, but I have heard that the implementation of the Act is not always straightforward. The process of retrieving the tax relief is long and arduous. Many companies do not know about this. I would argue that it needs to be made more visible, and the government needs to push the companies to CSR.”*

## **5.5 Summary**

The analysis of the data from the qualitative instrumental single nested case study was presented in this chapter. Thematic analysis was used to analyse the data collected. Five main themes and eight subthemes were identified. These themes were closely aligned with the research questions. Differences were found in the CSR practices of small and large corporates. This study found that corporates typically approach CSR on an ad-hoc basis and do not have a clear CSR strategy, and if the corporate has a CSR strategy, it tends not to be robust. Some corporates lack understanding of social issues, and CSR training was suggested for corporates such as these. Not all NGOs were perceived as capable of running CSR programmes, but with training and refocusing of their business, they could. This study identified nine criteria to ensure the success of partnerships. Challenges in partnerships were thought to arise from (1) the differences in what the bottom line means to corporates and NGOs, and (2) from a change in top executive management, resulting in a change in the corporates CSR strategy and the termination of existing partnerships. This study found the evaluation of CSR programmes vital to assist in assessing, informing and improving programmes and supporting funding requests. Participants suggested ways to improve the programmes. Seven of the nine participants suggestions centred around increased mentorship, application of concepts learnt, expanding the participant base, and improving monitoring and evaluation of former participants in SSI’s CSR programmes. Current tax incentives from the government of Botswana to stimulate CSR were perceived to be not well known by corporates, and it was felt that if there were more incentives, more companies would engage in CSR. The chapter concluded with SSI suggesting that the government needs to force companies to engage in CSR.

The next chapter will present the conclusions and recommendations derived from this study.

## CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

### 6.1 Overview of the Study

This study aimed to get more clarity on CSR in Botswana to enable an assessment to be made whether CSR should be mandated. This assessment was to be achieved after establishing the types of partnerships NGOs and corporates have in Botswana, investigating whether these partnerships can deliver sustainable CSR programmes and obtaining NGOs perceptions of corporate CSR activities.

### 6.2 Major Findings of the Study

#### 6.2.1 Research Question 1

##### *What is the nature of partnerships between NGOs and corporates in Botswana?*

An exploration of the literature revealed that CSR in developing countries is still in its infancy, with many companies approaching CSR as philanthropy or corporate sponsorship. Hence, it was not surprising that this study revealed that: (1) small companies seem to have a poor understanding of CSR and the role they can play in it, (2) some companies tend to give one-offs and (3) few companies large or small have CSR strategies.

The study highlighted that the companies that usually have CSR strategies are large, and on specific causes, they can partner with NGOs. The study confirmed findings in the literature that partnerships can take a long time to form with SSI stating that partnerships can take between 3 months to 18 months or never to establish. In some instances, the study found that corporates can appear to lack transparency when awarding partnership contracts to NGOs, but this could be explained by findings made in a study by Matenge *et al.* (2017, p. 158) that private donors tend to fund specific causes. SSI recently experienced this phenomenon as corporates reduced CSR funding and instead diverted funds to COVID-19 related causes, and in turn, SSI had to be nimble and adapt so that it could participate.

Once CSR partnerships have been established, the study found that there can be a misalignment between corporates and NGOs driven by a lack of understanding of each other's bottom lines. This finding was supported by the literature, which found that often this misunderstanding occurs because corporates are driven by making a profit, whereas NGOs are driven by social good.



### ***6.2.2 Research Question 2***

#### ***Can partnerships between NGOs and corporates deliver sustainable CSR programmes?***

As defined in section 1.10 Definition of Terms, a sustainable CSR programme is a CSR programme that can be maintained or continued. The study found that a partnership must withstand the test of time to deliver sustainable CSR programmes, and nine criteria are widely supported in the literature to facilitate this. These criteria include commitment, communication, interdependence, clarity of agreement, careful selection of partners, relationship learning, repeated interactions, investment and recognising partners. The study also found two main issues that can contribute to partnerships failing to deliver sustainable programmes: funders not including essential programme overheads in the sponsoring amount and top executive management changes leading to changes in the corporates CSR strategy and ultimately the termination of programmes.

### ***6.2.3 Research Question 3***

#### ***How are CSR programmes evaluated?***

The study found that SSI evaluates its programmes through internal indicators that assess the programme's outcome and outputs. The literature supports this methodology though it seems there is no one set standard for evaluating. The literature also proposed that a third variable of 'impact' is also important to measure as it captures actual improvements and often requires third-party data to determine the impact on business and society. Evaluations are important to assist NGOs in improving their programmes and so that the NGOs can be held accountable (Baur and Schmitz, 2012, p. 18). The study also employed a beneficiary assessment to determine whether the participants benefited from the programmes as intended. The study found that, in general, programmes performed as expected, with participants reporting benefits that coincided with the programmes' goals. There was only one out of the four main programmes where the feedback did not coincide as expected with the programme's goals.

### ***6.2.4 Research Question 4***

#### ***Why should CSR be mandated in Botswana?***

Implicit in the title of this study: "Assessing the Possibility of Mandating Corporate Social Responsibility in Botswana: The Case of Non-Governmental Organisations and Corporate Partnerships", was to determine whether CSR should be mandated in Botswana. The literature revealed that corporate contributions towards CSR in Botswana are inadequate and

insignificant (Mahambo *et al.*, 2016, p. 168; Nair, 2014, p. 20). The study found that corporates typically give one-off donations towards CSR, do not have CSR strategies, and if they do, they tend not to be robust. CSR is voluntary and discretionary in Botswana, and critics of this type of model see “regulation as the only viable means of ensuring responsible corporate behaviour” (Benn & Bolton, 2011, p. 41).

The government of Botswana has provided a strong underpinning for CSR through its various partnerships with international foundations and the local private sector and the various tax incentives it has in place, but the corporate sector has still been sluggish in participating in CSR. Section 4.2.1 of Botswana’s National NGO Policy (2012) and sections 37 and 40 of Botswana’s CEE Policy (2012) are well-intentioned; however, they are voluntary, do not stipulate amounts that corporates should contribute, and lack punitive measures for non-compliance. It would seem the best way for CSR to thrive is for the government to make it mandatory for corporates to participate in CSR, and then corporates will have to comply.

### **6.3 Contribution to Knowledge**

#### ***6.3.1 Contribution to Literature***

An investigation of available literature found that limited research has been undertaken on CSR in Botswana, with virtually no research on CSR partnerships between NGOs and corporations in Botswana. Only three studies were found to be of relevance to CSR partnerships, those done by Mahambo *et al.* (2016), Nair (2014) and Lindgreen *et al.* (2009). Mahambo *et al.* (2016) assess sustainable donor (including corporates) funding for NGOs, Nair (2014) investigates the perspectives of beneficiaries participating in CSR programmes, and Lindgreen *et al.* (2009) explore CSR practices of organisations in Botswana and Malawi. However, none of these three studies considers CSR partnerships. This study is the first to explore CSR partnerships by assessing an NGO and attaining its view on CSR partnerships.

#### ***6.3.2 Relevance of Resource Dependency Theory***

This study showed that the Resource Dependency Theory (RDT) explains NGOs’ role in CSR partnerships in Botswana. For instance, SSI had to adapt some of its services to secure corporate funding to ensure its survival after some corporates allocated funds to COVID-19 related issues instead of CSR.

### ***6.3.3 Relevance of Reciprocal Flows in the Stakeholder Theory***

Matten (2006) and Fassin's (2012) depiction of the stakeholder theory with reciprocal flows can be utilised to understand some of the success criteria for partnerships. In this model, stakeholders such as NGOs also have a responsibility towards the firm. SSI demonstrated this reciprocity by nurturing its relationships with its corporate partners, investing in its corporate partners by hosting recognition ceremonies, and advising its corporate partners when it felt they were not following the correct path.

## **6.4 Limitations of the Research**

### ***6.4.1 Considerations Concerning the Sample***

The study sought to assess partnerships between NGOs and corporate partnerships. However, the case study only assessed one NGO and nine participants. The purpose of qualitative analysis is to garner rich, in-depth, insightful information from a small sample size (Gratton & Jones, 2004, p. 53) that “can vary from a handful to as many as 200” (Hennink *et al.*, 2011, p. 85), can be between four and ten (Cresswell and Clark, 2011, p. 174), or can even be a sample of one (Hupcey, 2010, p. 230). The sample size of one NGO and nine participants was small, but it was justified in the literature. SSI and the participants' experiences could be unique, making it challenging to generalise the results to Botswana's larger NGO community. Nonetheless, this study is the first of its kind on CSR partnerships in Botswana and offers valuable insights that can enlighten policymakers.

### ***6.4.2 Considerations Concerning the Choice of Interview Method***

In the year 2020, Botswana endured two major lockdowns from April 2 to May 22 and from July 31 to August 13. Strict COVID-19 protocols were introduced by the government of Botswana at the beginning of April 2020, with mask-wearing in public settings compulsory from May 1 2020. To ensure compliance with COVID-19 protocols and limit social contact, the interviews were conducted telephonically versus face-to-face. The main disadvantages of telephone interviews were that the participants' and SSI's Rep expressions were not visible, and at times the interviews felt impersonal.

### ***6.4.3 Considerations Concerning the Choice of Interview Language***

All nine participants chose to interview in English. However, English was the second language of all the nine participants, and there is the possibility that some participants might not have been able to express themselves as well as if they had spoken in their mother tongue.

## **6.5 Issues for Further Research**

Given the limitations of this study, gaps identified in the literature and issues identified in the interviews, recommendations for further research are as follows:

### ***6.5.1 Limitations of this Study***

Though this study gave valuable insights, it only assessed one NGO (represented by the SSI Rep) and nine participants making it challenging to generalise the findings. Further research incorporating more NGOs and participants is recommended to provide more insight into the experience of NGOs' with CSR partnerships to validate the CSR practices of Botswana corporates and verify whether CSR programmes are delivering on their goals. If COVID-19 restrictions are still in place, further studies should consider using video calls to make it easier to interpret participants' body language and facial expressions and make the interaction more personal.

### ***6.5.2 Gaps in the Literature***

This study provided a one-sided view of CSR partnerships with only the NGOs view explored, and the literature was unable to fill in the gap on Botswana corporates point of view. Further research is recommended to give Botswana corporates viewpoints, explore why these corporates do or do not adopt CSR, their motivations to partner with NGOs, what they would consider as criteria for successful partnerships, and if they would like CSR to be mandated.

### ***6.5.3 Issues Identified in the Interviews***

Much like the literature, this study suggested the need for CSR to be part of an organisation's strategy. Further research is recommended to investigate whether CSR should be part of an organisation's strategy and whether there are tangible benefits to it being part of its strategy. This study found that when donors funding priorities changed, SSI was fortunately capable of adapting. Based on the changes in donors funding priorities, further research is recommended to investigate: (1) NGOs' typical response to changes in donors funding priorities and how NGOs can make themselves more agile, (2) NGO relationship management with its corporate partners, particularly in the face of changing corporate executives and (3) alternative funding models for NGOs.

## **6.6 Recommendations**

### ***6.6.1 Recommendation for Corporates***

This study showed that NGOs like SSI could deliver successful CSR programmes in partnership with corporates, and if corporates are sincere in their CSR efforts and lack the internal capacity to drive CSR initiatives, they should consider partnerships (after doing their due diligence) with capable NGOs. Corporates should also consider funding evaluations as Baur and Schmitz (2012, p. 18) advise that NGO accountability, or lack thereof, can be addressed by corporates measuring NGOs' effectiveness and impact.

### ***6.6.2 Recommendation for NGOs***

Ever since Botswana attained upper-middle-income status in 2005, donors have pulled out, which has harmed NGOs' sustainability "with most closing shop except a few select sectors" (Mahambo *et al.*, 2016, p. 172). Of the NGOs that have survived, sustainability remains an issue; thus, as suggested by SSI, NGOs should be trained on how to run their NGOs profitably. NGOs should try to be more pro-active in engaging companies to adopt CSR. NGOs can help companies "adopt a vision of CSR rather than managing crises one by one" (Pohl & Tolhurst, 2010, p. 27). A CSR vision would involve the company devising "a statement of what it seeks to be and become", that is, how it sees itself participating in CSR and thereafter developing a strategy of how it will achieve its vision (Wertner & Chandler, 2006, p. 44). NGOs should collectively lobby the government of Botswana to regulate CSR.

### ***6.6.3 Recommendation for Policymakers on CSR***

This study identified that more training on CSR needs to be done to enable CSR to thrive in Botswana. The government should go on an education drive to inform corporates and NGOs on available tax incentives related to CSR, given the perception that few corporates know about the tax incentives and that they are difficult to retrieve.

The government of Botswana's tax incentives that pertain to CSR are quite broad in scope as corporates can benefit from donating to education and sports, training employees, and creating economically viable projects. The education and sports incentives are related to corporates' philanthropic responsibilities, while the incentives related to employees' training and the creation of economically viable projects are related to corporates' economic responsibilities. Though these tax incentives are commendable, the government can do more, such as introducing incentives for donations on health and gender equality.

The Ministry of Nationality, Immigration and Gender Affairs (MNIG) (previously part of Ministry of Labour and Home Affairs) should work jointly with the Ministry of Investment, Trade and Industry (MITI) to ensure corporates invest in CSR, given that both ministries have policies the National NGO Policy (2012) and Citizen Economic Empowerment Policy (2012)) that touch on aspects of CSR. If the government of Botswana decides that it does not want to mandate CSR, it should give guidelines of expected CSR contributions by corporates. The government of Botswana should make it difficult for companies to do business if they do not comply with voluntary CSR guidelines as has been done in South Africa, where lack of compliance with the DTI B-BBEE Codes of Good Conduct and Scorecards makes it challenging for corporates to secure government contracts (Hinson & Ndhlovu, 2011, p. 72)

#### ***6.6.4 Recommendation for Policymakers on Mandating***

This study has found that many Botswana corporates lack CSR strategies and tend to engage in one-off donations with no long-term impact planned. This is supported by the literature, which has also made similar findings. CSR is voluntary in Botswana. This is possibly why the study has found that many corporates lack CSR strategies and why the literature has found a lack of private sector collaborations with NGOs and why Botswana corporates donations to NGOs community development projects are described as inadequate and insignificant.

If the government of Botswana wishes CSR to thrive and make a tangible difference, it must make it mandatory for corporates to participate in CSR. The government of Botswana should “focus on identifying areas of CSR, developing national priorities and providing a legal framework for undertaking CSR activities” (Cheruiyot & Onsando, 2016, p. 97) as has been done in India and Mauritius.

In the State of the Nation (2020, p. 34) address, His Excellency Dr President Mokgweetsi E.K. Masisi revealed that a consolidated registry of the needy called the Single Registry System (SRS) would be established that would harmonise the existing twenty-nine Social Protection programmes across Government into five Life Course programmes. The SRS should make it easier for the underprivileged members of society to be efficiently assisted. The SRS is similar to the Social Registry of Mauritius (SRM), which was established in 2008 (National Social Inclusion Foundation, 2018) and which Mauritius uses to register and identify disadvantaged members of society so that limited resources reach the neediest members of society.

The National Social Inclusion Foundation (NSIF) of Mauritius administers CSR, and with the central SRM, it tries to ensure that CSR initiatives reach those that most deserve it. Botswana will soon have the SRS; all that is left is for the government of Botswana to establish an organisation or make use of an already existing organisation like the NGO Council that will ensure that when CSR is mandated, it will be administered appropriately.

## **6.7 Conclusion**

This study had four research objectives: (1) establishing the types of partnerships that exist between NGOs and corporates in Botswana, (2) investigating whether partnerships between NGOs and corporates can deliver CSR programmes that are sustainable, (3) determining how CSR programmes can be evaluated to judge their performance, and (4) finding out if there is a need for CSR to be mandated in Botswana.

This study found that CSR is still in its infancy in Botswana, and CSR and CSR partnerships are not well understood. SSI indicated that small corporations appear to be reticent to participate in CSR as they feel they are not financially able; some large corporations participate in CSR and may even partner with NGOs on specific causes. As demonstrated by SSI in its partnership with Barclays/ABSA that lasted from 2008 until 2020, NGOs can successfully run CSR projects in partnership with corporates. SSI articulated that evaluation of CSR programmes was a valuable tool to assess, inform and improve CSR programmes. SSI expressed that it undertook outputs and outcomes evaluations of its programmes, although outcomes evaluations tended to rely on donor funding as they are costly. This study also performed a beneficiary assessment which found that SSI's beneficiaries obtained many socio-economic benefits from the CSR programmes and these beneficiaries confirmed that SSI's programmes generally delivered on their objectives.

The findings of this paper have provided compelling reasons why CSR should be mandated. For instance, SSI has expressed that it perceives Botswana corporates' CSR efforts to be muted, partly due to (1) CSR's voluntary nature, (2) corporates indifferent attitude, (3) corporates poor understanding of CSR, (4) corporates limited knowledge of tax rebates and (5) complexities surrounding tax rebates related to CSR. However, this study has its limitations as it only presents one NGO's perspective, and further research would have to be undertaken to determine whether these findings are consistent for other NGOs and understand from Botswana

corporates perspective why they do not engage in CSR as expected. Nonetheless, based on this study's findings, the recommendation to the government of Botswana is that it should consider mandating CSR for it to thrive.



## REFERENCES

- Acemoglu, D. & Robinson, J. A., 2013. *Why Nations Fail: The Origins of Power, Prosperity and Poverty*. 2nd ed. London: Profile Books Ltd.
- Adeleye, O. & Adeleye, P. O., 2018. Beneficiary Assessment of Development Interventions Implemented by Rural Development Animation Programme in Katsina and Kaduna States, North-West Nigeria. *South Asian Journal of Social Studies and Economics*, 2(1), pp. 1-9.
- Adeyemo, S., Oyebamiji, F. & Alimi, K., 2013. An Evaluation of Factors Influencing Corporate Social Responsibility in Nigerian Manufacturing Concerns. *International Journal of Academic Research in Economics and Management Science*, November, 2(6), pp. 54-63.
- Aguinis, H. & Glavas, A., 2013. Embedded Versus Peripheral Corporate Social Responsibility: Psychological Foundations. *Industrial & Organisational Psychology*, Volume 6, pp. 314-332.
- Alexander, M., Decker, J. & Wehbe, B., 2014. *Microsoft Business Intelligence Tools for Excel Analysts*. Hoboken: John Wiley & Sons.
- All Africa, 2015. *Botswana: Young Entrepreneur Appreciates Kick Start*. s.l.:s.n.
- Altholz, V., 2010. The advantages and limitations of developing an external perspective for analysing corporate strategic alignment. *Economic & Environmental Studies*, 10(1), pp. 35-48.
- Althubaiti, A., 2016. Information bias in health research: definition, pitfalls, and adjustment methods. *Journal of Multidisciplinary Healthcare*, Volume 2016:9, pp. 211-217.
- Amaeshi, K., Nnodim, P. & Osuji, O., 2013. *Corporate Social Responsibility, Entrepreneurship and Innovation*. London: Routledge.
- Anderson, G. & Arsenault, N., 2002. *Fundamentals of Educational Research*. 2nd ed. London: RoutledgeFalmer.
- Anderson, J. & Abensour, J., 2017. Measuring Your Company's Impact: How to Make the Most of Sustainability Reporting Frameworks. In: M. J. Cronin & T. C. Dearing, eds. *Managing for Social Impact: Innovations in Responsible Enterprise*. Cham: Springer, pp. 255-272.
- Argyrous, G., 2009. *Evidence for Policy & Decision-Making: A Practical Guide*. Sydney: University of New South Wales Press.
- Bahari, Z. & Yusuf, M. Y., 2014. Corporate Social Responsibility in Islamic Banking Institutions in Aceh: Analysis of Criteria and Perception. *Journal of Education and Social Research*, 4(2), pp. 390-408.

- Banerjee, S. B., 2009. *Corporate Social Responsibility: The Good, The Bad and The Ugly*. s.l.:Edward Elgar Publishing.
- Barroso-Méndez, M. J., Galera-Casquet, C. & Valero-Amaro, V., 2015. Proposal of a social alliance success model from a relationship marketing perspective: A meta-analytical study of the theoretical foundations. *Business Research Quarterly*, Volume 15, pp. 188-203.
- Barry, P., 2015. Africa: On the Way to CSR. *Private Sector & Development*, June, pp. 2-5.
- Baur, D. & Schmitz, H. P., 2012. Corporations & NGOs: When Accountability Leads to Co-optation. *Journal of Business Ethics*, Volume 106, pp. 9-21.
- Benn, S. & Bolton, D., 2011. *Key Concepts in Corporate Social Responsibility*. Thousand Oaks: SAGE.
- Berlie, L. S., 2010. *Alliances for Sustainable Development: Business and NGO Partnerships*. London: Palgrave MacMillan.
- Berman, S. L., Phillips, R. A. & Wicks, A. C., 2005. Resource Dependence, Managerial Discretion and Stakeholder Performance. pp. B1-B6.
- Bhattacharya, K., 2017. *Fundamentals of Qualitative Research: A Practical Guide*. New York: Routledge.
- Bloomberg, L. D. & Volpe, M., 2008. *Completing Your Qualitative Dissertation: A Roadmap from Beginning to End*. Thousand Oaks: SAGE Publications.
- Boeije, H., 2010. *Analysis in Qualitative Research*. Thousand Oaks: SAGE Publications.
- Booth, A., Rees, A. & Beecroft, C., 2010. Systematic Reviews & Evidence Synthesis. In: K. Gerrish & A. Lacey, eds. *The Research Process in Nursing*. Chichester: Wiley-Blackwell, pp. 284-302.
- Botshabelo, I., Mbekomize, C. J. & Phatshwane, P. M., 2017. Corporate Social Responsibility Reporting in Banking Industry: An Analysis of Disclosure Levels in Botswana. *International Journal of Business and Management*, 12(12), pp. 224-241.
- Botswana Stock Exchange, 2018. *Sustainability Practices Final 2018*, Gaborone: Botswana Stock Exchange.
- Botswana-Baylor Children's Clinical Centre of Excellence, 2016 - 2017 Annual Report. *Baylor Children's Clinical Centre of Excellence Botswana*, Gaborone: s.n.
- Boucher, M. B. & Rendtorff, J. D., 2016. *Stakeholder Theory: A Model for Strategic Management*. Heidelberg: Springer.
- Boyatzis, R. E., 1998. *Transforming Qualitative Information: Thematic Analysis and Code Development*. Thousand Oaks: SAGE Publications.

- Braun, V. & Clarke, V., 2006. Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), pp. 77-101.
- Brewer, E. W., 2012. Secondary Data Analysis. In: J. Goodwin, ed. *SAGE Secondary Data Analysis*. Thousand Oaks: SAGE Publications, pp. 165-176.
- Bukve, O., 2019. *Designing Social Science Research*. Cham: Palgrave Macmillan.
- C&E Advisory Services Limited, 2019. *The Corporate-NGO Partnerships Barometer 2019*, s.l.: C&E Advisory Services Limited.
- Canals, L., 2017. Instruments for Gathering Data. In: E. Moore & M. Dooly, eds. *Qualitative Approaches to Research in Plurilingual Education*. Dublin: Research-publishing.net, pp. 390-401.
- Carroll, A. B., 1991. The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34(4), pp. 39-48.
- Carroll, A. B., 2015. Corporate Social Responsibility: The Centrepiece of Competing and Complementary Frameworks. *Organizational Dynamics*, Volume 44, pp. 87-96.
- Carroll, A. B., 2016. Carroll's pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility*, 1(3), pp. 1-8.
- Chang, S. E., 2018. Has Indonesia's Unique Progressivism in Mandating Corporate Social Responsibility Achieved its Ends. *Srivijaya Law Review*, 2(2), pp. 131-152.
- Cheruiyot, T. K. & Onsando, P., 2016. Corporate Social Responsibility in Africa: Context, Paradoxes, Stakeholder Orientations, Contestations and Reflections. In: *Corporate Social Performance in the Age of Irresponsibility - Cross National Perspective*. s.l.:Information Age Publishing, pp. 89-110.
- Childers, E., 2012. *College Identity Sagas: Investigating Organisational Identity Preservation & Diminishment at Lutheran Colleges and Universities*. Eugene: Pickwick Publications.
- Chilisa, B., 2012. *Indigenous Research Methodologies*. Thousand Oaks: SAGE Publications.
- Chilisa, B. & Preece, J., 2005. *Research Methods for Adult Educators in Africa*. Cape Town: Pearson Education & UNESCO Institute for Education.
- Choongo, P. et al., 2017. Corporate Social Responsibility Motivations in Zambian SMEs. *International Review of Entrepreneurship*, 15(1), pp. 29-62.
- Collins, H., 2010. *Creative Research: The Theory & Practice of Research for the Creative Industries*. Lausanne: AVA Publishing SA.
- Compton-Lilly, C., 2013. Case Studies. In: *Reviewing Qualitative Research in the Social Sciences*. New York: Routledge, pp. 54-65.

- Comstock, G., 2013. *Research Ethics: A Philosophical Guide to the Responsible Conduct of Research*. New York: Cambridge University Press.
- Cooke, F. L. & He, Q., 2011. Corporate Social Responsibility & HRM in China: A Study of Textile & Apparel Enterprises. In: M. Warner & C. Rowley, eds. *Chinese Management in the 'Harmonious Society': Managers, Markets and the Globalized Economy*. Oxon: Routledge, pp. 83-104.
- Cooper, S., 2017. *Corporate Social Performance: A Stakeholder Approach*. 2nd ed. Abingdon: Routledge.
- Corbin, J. & Strauss, A., 2015. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. 4th ed. Thousand Oaks: SAGE.
- Corrigan, T., 2014. 'Good Citizens': Corporate Social Responsibility in Africa. *SAIIA POLICY BRIEFING 103*, September, pp. 1-4.
- Creswell, J. W., 2007. *Qualitative Inquiry & Research Design - Choosing Among Five Approaches*. 2nd ed. Thousand Oaks: SAGE Publications.
- Creswell, J. W. & Clark, V. L. P., 2011. *Designing and Conducting Mixed Methods Research*. 2nd ed. Thousand Oaks: SAGE Publications.
- Dabla-Norris, E. et al., 2015. *Causes and Consequences of Income Inequality: A Global Perspective*. s.l.:International Monetary Fund.
- Daily News, 2016. *Stepping Stones gives young mothers hope*, s.l.: s.n.
- Daniel, J., 2012. *Sampling Essentials: Practical Guidelines for Making Sampling Choices*. Thousand Oaks: SAGE Publications.
- Dartey-Baah, K. & Amponsah-Tawiah, K., 2011. Exploring the Limits of Western Corporate Social Responsibility Theories in Africa. *International Journal of Business & Social Science*, 2(18), pp. 126-137.
- Davis, G. F. & Cobb, A. J., 2010. Resource Dependence Theory: Past & Future. *Research in the Sociology of Organisations*, Volume 28, pp. 21-42.
- Demers, C., 2007. *Organisational Change Theories: A Synthesis*. Thousand Oaks: SAGE Publications.
- Denzin, N. K. & Lincoln, Y. S., 2005. *The SAGE Handbook of Qualitative Research*. 3rd ed. Thousand Oaks: SAGE Publications.
- Denzin, N. K. & Lincoln, Y. S., 2008. *The Landscape of Qualitative Research*. 3rd ed. Thousand Oaks: SAGE Publications.

- Dewi, M. K., Belal, A. R. & Manochin, M. M., 2019. Towards a Conceptual Framework of Beneficiary Accountability by NGOs: An Indonesian Case Study. *Critical Perspectives on Accounting*, pp. 1-24.
- Dipholo, K. B., 2015. *The Challenge of Democracy in Botswana: Lessons for Africa*. s.l., South African Association of Public Administration and Management, pp. 561-579.
- Doh, J. P. & Guay, T. R., 2006. Corporate Social Responsibility, Public Policy, and NGO Activism in Europe and the United States: An Institutional-Stakeholder Perspective. *Journal of Management Studies*, 43(1), pp. 48-73.
- Efron, S. E. & Ravid, R., 2019. *Writing the Literature Review: A Practical Guide*. New York: The Guilford Press.
- Epstein, M. J. & Yuthas, K., 2014. *Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors*. San Francisco: Berrett-Koehler Publishers, Inc.
- Erogbogbo, V., Eghobamien, E. & Pimentel, E., 2013. *Gender Responsive Investment Handbook: Addressing the Barriers to Financial Access for Women's Enterprise*. London: Commonwealth Secretariat.
- European Commission, n.d. *Corporate Social Responsibility & Responsible Business Conduct*. [Online]  
Available at: [https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility\\_en](https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en)  
[Accessed 2 March 2020].
- Fassin, Y., 2012. Stakeholder Management, Reciprocity and Stakeholder Responsibility. *Journal of Business Ethics*, Volume 109, pp. 83-96.
- Fedorak, S. A., 2014. *Global Issues: A Cross-Cultural Perspective*. Toronto: University of Toronto Press.
- Fernando, A. C., 2009. *Corporate Ethics, Governance, and Social Responsibility*. Delhi: Pearson Power.
- Filho, J. M. d. S., Wanderley, L. S. O., Gómes, C. P. & Farache, F., 2010. Strategic Corporate Social Responsibility Management for Competitive Advantage. *Brazilian Administration Review*, July/Sept, 7(3), pp. 294-309.
- Firmin, M. W., 2008. Data Collection. In: L. M. Given, ed. *The SAGE Encyclopedia of Qualitative Research Methods*. Thousand Oaks: SAGE, pp. 190-192.
- Flick, U., 2009. *An Introduction to Qualitative Research*. 4th ed. Thousand Oaks: SAGE Publications.

- Forrer, J. J., 2017. *Global Governance Enterprises Creating Multisector Collaborations*. New York: Routledge.
- Foss, S. K., 2007. *Destination Dissertation: A Travellers Guide to a Done Dissertation*. Lanham: Rowman and Littlefield Publishers, Inc.
- Fouché, C., 2015. *Practice Research Partnerships in Social Work: Making a Difference*. Bristol: Policy Press.
- Frattaroli, S., 2012. Qualitative Methods. In: G. Li & S. P. Baker, eds. *Injury Research: Theories, Methods & Approaches*. New York: Springer, pp. 221-234.
- Freeman, L. & Sullivan, C., 2019. Thematic Analysis. In: C. Sullivan & M. A. Forrester, eds. *Doing Qualitative Research in Psychology: A Practical Guide*. 2nd ed. Thousand Oaks: SAGE Publications, pp. 161-184.
- Freeman, R. E. et al., 2010. *Stakeholder Theory: The State of the Art*. s.l.:Cambridge University Press.
- Freeman, R. E. & Mcvea, J. F., 2001. A Stakeholder Approach to Strategic Management. *SSRN Electronic Journal*.
- Frynas, J. G. & Yamahaki, C., 2019. Corporate Social Responsibility: An Outline of Key Concepts, Trends and Theories. In: B. Rettab & K. Mellahi, eds. *Practising CSR in the Middle East*. Cham: Palgrave Macmillan, pp. 11-38.
- Furrer, O., 2016. *Corporate Level Strategy: Theory & Applications*. 2nd ed. London: Routledge.
- Fusch, P., Fusch, G. E. & Ness, L. R., 2018. Denzin's Paradigm Shift: Revisiting Triangulation in Qualitative Research. *Journal of Social Change*, 10(1), pp. 19-32.
- Gagnon, Y.-C., 2010. *The Case Study as Research Method: A Practical Handbook*. Québec: Presses de l'Université Du Québec.
- Given, L. M., 2008. *The SAGE Encyclopedia of Qualitative Research Methods*. Thousand Oaks: SAGE Publications.
- Goerke, L., 2018. *Corporate social responsibility and tax avoidance*, Trier: Institute for Labour Law and Industrial Relations in the European Union (IAAEU).
- Gomes, R. C., De Oliveira, L., Gomes, M. & Liddle, J., 2012. Stakeholder Identification & Influence in Public Policies: A Contribution to Social Responsibility Studies. In: P. A. Ashley & D. Crowther, eds. *Territories of Social Responsibility: Opening the Research & Policy Agenda*. London: Routledge.
- Goodwin, W. L. & Goodwin, L. D., 1996. *Understanding Quantitative & Qualitative Research in Early Childhood Education*. New York: Teachers College Press.

Gorski, H., 2017. Leadership and Corporate Social Responsibility. *International Conference KNOWLEDGE-BASED ORGANIZATION*, XXIII(1), pp. 372-377.

Government of Botswana, 1995. *Income Tax Act*, s.l.: Government of Botswana.

Government of Botswana, 2012a. *National Non-Governmental Organisations (NGO) Policy*. s.l.:Ministry of Labour and Home Affairs.

Government of Botswana, 2012b. *The Citizen Economic Empowerment Policy*. s.l.:Ministry of Investment, Trade and Industry.

Government of Botswana, 2016. *Vision 2036 Achieving Prosperity for All*. s.l.:Lentswe La Lesedi (Pty) Ltd.

Gratton, C. & Jones, I., 2004. *Research Methods for Sport Studies*. London: Routledge.

Gray, B. & Purdy, J., 2018. *Collaborating for Our Future*. Oxford: Oxford University Press.

GRI, n.d. *GRI Standards*. [Online] Available at: <https://www.globalreporting.org/standards/> [Accessed 28 March 2020].

Guest, G. & MacQueen, K. M., 2012. *Applied Thematic Analysis*. Thousand Oaks: SAGE Publications.

Guha, P., 2020. Why comply with an unenforced policy? The case of mandated corporate social responsibility in India. *Policy Design and Practice*, 3(1), pp. 58-72.

Gulf News, 2017. *CSR is voluntary for private sector, ministry clarifies*. s.l.:Gulf News.

Hair, J. F. et al., 2011. *Essentials of Business Research Methods*. 2nd ed. Armonk: M.E. Sharpe.

Hall, R., 2008. *Applied Social Research: Planning, Designing and Conducting Real-World Research*. South Yarra: Palgrave Macmillan.

Hansen, E. G. & Spitzack, H., 2011. Measuring the impacts of NGO partnerships: the corporate and societal benefits of community involvement. *Corporate Governance*, 11(4), pp. 415-426.

Harrison, H., Birks, M., Franklin, R. & Mills, J., 2017. Case Study Research: Foundations and Methodological Orientations. *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, 18(1), p. 34 paragraphs.

Hennink, M., Hutter, I. & Bailey, A., 2011. *Qualitative Research Methods*. Thousand Oaks: SAGE Publications.

Hennink, M., Hutter, I. & Bailey, A., 2020. *Qualitative Research Methods*. 2nd ed. Thousand Oaks: SAGE Publications.

Herremans, I. M., Nazari, J. A. & Mahmoudian, F., 2016. Stakeholder Relationships, Engagement and Sustainability Reporting. *Journal of Business Ethics*, Volume 138, pp. 417-435.

- Hess-Biber, N. S. & Leavy, P., 2011. *The Practice of Qualitative Research*. 2nd ed. Thousand Oaks: SAGE Publications.
- Hessels, J. & Terjesen, S., 2010. Resource dependency and institutional theory perspectives on direct and indirect export choices. *Small Bus Econ*, Volume 34, pp. 203-220.
- Hinson, R. & Ndhlovu, T., 2011. Corporate Social Responsibility and Corporate Social Investment: The South African Case. *Journal of African Business*, March, 12(1), pp. 72-92.
- Hope, K. R. & Somolekae, G., 1998. *Public Administration and Policy in Botswana*. s.l.:Juta and Company Ltd.
- Houser, J., 2018. *Nursing Research: Reading, Using & Creating Evidence*. 4th ed. Burlington: Jones & Bartlett Learning.
- Hübner, H., 2007. *The Communicating Company: Towards an Alternative Theory of Corporate Communication*. Heidelberg: Physica-Verlag.
- Hungwe, M. & Odhiambo, N. M., 2018. The Dynamics of Investment in Botswana. *Acta Universitatis Danubius Juridica*, 14(6), pp. 311-325.
- Hupcey, J. E., 2010. Measurement Issues in Qualitative Research. In: C. F. Waltz, O. L. Strickland & E. R. Lenz, eds. *Measurement in Nursing and Health Research*. 4th ed. New York: Springer Publishing Company, pp. 225-240.
- Hussein, A., 2009. The use of Triangulation in Social Sciences Research: Can qualitative and quantitative methods be combined?. *Journal of Comparative Social Work*, pp. 1-12.
- International Council for Voluntary Agencies, 2015. *Partner Capacity Assessments of Humanitarian NGOs - Fit for Purpose?*, s.l.: ICVA.
- International Institute for Environment and Development, 1998. *NGO Roles and Relationships: Partnership Dilemmas for International and Local NGOs (In Kenya)*. s.l.:IIED.
- Jamali, D. & Keshishian, T., 2009. Uneasy Alliances: Lessons Learned from Partnerships Between Businesses and NGOs in the context of CSR. *Journal of Business Ethics*, Volume 84, pp. 277-295.
- Jamali, D., Yianni, M. & Abdallah, H., 2011. Strategic Partnerships, Social Capital & Innovation: Accounting for Social Alliance Innovation. *Business Ethics*, 20(4), pp. 375-391.
- Jones, R. et al., 2005. *Oxford Textbook of Primary Medical Care*. Oxford: Oxford University Press.
- Joyaux, S. P., 2011. *Strategic Fund Developments: Building Profitable Relationships that Last*. 3rd ed. s.l.:John Wiley & Sons.
- Juran Institute, 1992. *Quality Improvement Tools*. Southbury: Department of the Treasury.



- Just Governance Group, 2014. Cross-sector Partnerships in Development Cooperation. *Co-Praxis Just Governance Group*, December, Volume 7.
- Kanter, R. M., 1994. Collaborative Advantage: The Art of Alliances. *Harvard Business Review*, Issue July-August Issue.
- Keats, D. M., 2000. *Interviewing: A Practical Guide for Students & Professionals*. New South Wales: UNSW Press Book.
- Keim, G., 2003. Nongovernmental Organisations & Business-Government Relations: The Importance of Institutions. In: J. P. Doh & H. Teegan, eds. *Globalisation & NGOs: Transforming Business, Government & Society*. Westport: Praeger Publishers, pp. 19-34.
- Kgosietsile, I., 2017. *Tax Incentives Offered by BURS for CSR* [Interview] (19 October 2017).
- Khan, J. A., 2008. *Research Methodology*. New Delhi: APH Publishing.
- Klenke, K., 2008. *Qualitative Research in the Study of Leadership*. Bingley: Emerald Group Publishing Ltd.
- Knudsen, J. S., Moon, J. & Slager, R., 2015. Government policies for corporate social responsibility in Europe: a comparative analysis of institutionalisation. *Policy & Politics*, 43(1), pp. 81-99.
- Kolk, A., 2014. Partnerships as panacea for addressing global problems? On rationale, context, actors, impact and limitations. In: M. M. Seitanidi & A. Crane, eds. *Social Partnerships and Responsible Business: A Research Handbook*. Abingdon: Routledge, pp. 15-43.
- KPMG, 2020. *KPMG India's CSR Reporting Survey 2019*, s.l.: KPMG.
- Krauss, S. E., 2005. Research Paradigms and Meaning Making: A Primer. *The Qualitative Report*, 10(4), pp. 758-770.
- Kumar, R., 2008. *Research Methodology*. New Delhi: APH Publishing Corporation.
- Kumar, R., 2010. *Research Methodology: A Step-by-Step Guide for Beginners*. s.l.:SAGE.
- Lange, D. & Bundy, J., 2018. The Association between Ethics and Stakeholder Theory. In: S. Dorobantu, R. V. Aguilera, J. Luo & F. J. Milliken, eds. *Sustainability, Stakeholder Governance, and Corporate Social Responsibility*. Bingley: Emerald Publishing, pp. 365-388.
- Lämsiluoto, A., Järvenpää, M. & Krumwiede, K., 2013. Conflicting Interests but Filtered Key Targets: Stakeholder and Resource-Dependency Analyses at a University of Applied Sciences. *Management Accounting Research*, Volume 24, pp. 1-18.
- Lawless, B. & Chen, Y.-W., 2019. Developing a Method of Critical Thematic Analysis for Qualitative Communication Inquiry. *Howard Journal of Communications*, 30(1), pp. 92-106.
- Leavy, P., 2017. *Research Design: Quantitative, Qualitative, Mixed Methods, Arts-Based, and Community-Based Participatory Research Approaches*. New York: The Guilford Press.

- Leedy, D., 2009. *Corporate Social Responsibility and Nonprofit Organisations*, Tacoma: University of Puget Sound.
- Lefroy, K. & Tsarenko, Y., 2014. Dependence and effectiveness in the nonprofit-corporate alliance: The mediating effect of objectives achievement. *Journal of Business Research*, Volume 67, pp. 1959-1966.
- Lekorwe, M. & Mpabanga, D., 2007. Managing Non-Governmental Organisations in Botswana. *The Public Sector Innovation Journal*, 12(3), pp. 1-18.
- Lewis, J., Ritchie, J., Ormston, R. & Morrell, G., 2014. Generalising from Qualitative Research. In: J. Ritchie, J. Lewis, C. M. Nicholls & R. Ormston, eds. *Qualitative Research Practice: A Guide for Social Science Students and Researchers*. 2nd ed. Thousand Oaks: SAGE Publications, pp. 347-366.
- Lindgreen, A., Swaen, V. & Campbell, T. T., 2009. Corporate Social Responsibility Practices in Developing and Transitional Countries: Botswana and Malawi. *Journal of Business Ethics*, Volume 90, pp. 429-440.
- Lodico, M. G., Spaulding, D. T. & Voegtle, K. H., 2010. *Methods in Educational Research: From Theory to Practice*. 2nd ed. San Francisco: Jossey-Bass.
- Lonkani, R., 2018. Firm Value. In: P. S. Hoffman, ed. *Firm Value Theory & Empirical Evidence*. London: IntechOpen, pp. 3-20.
- Lu, Y. & Abeysekera, I., 2014. *Social and Environmental Disclosure by Chinese Firms*. London: Routledge.
- Madfis, E., 2014. *The Risk of School Rampage: Assessing and Preventing Threats of School Violence*. s.l.:Palgrave Macmillan.
- Maguire, M. & Delahunt, B., 2017. Doing a Thematic Analysis: A Practical, Step-by-Step Guide for Learning and Teaching Scholars. *All Ireland Journal of Teaching and Learning in Higher Education*, 335(3), pp. 1-13.
- Mahambo, C., Chiguvu, D. & Lynch, N., 2016. The Sustainability of Donor-Funding Towards Non-Governmental Organisations & Their Socio-Economic Impact in Botswana. *European Journal of Business & Management*, 8(29), pp. 161-176.
- Malik, N., 2015. *Corporate Social Responsibility & Development in Pakistan*. London: Routledge.
- Mansell, S. F., 2013. *Capitalism, Corporations and the Social Contract: A Critique of Stakeholder Theory*. Cambridge: Cambridge University Press.

- Marchington, M. & Wilkinson, A., 2002. *People Management & Development: Human Resource Management at Work*. 2nd ed. London: Chartered Institute of Personnel & Development .
- Marshall, M. N., 1996. Sampling for Qualitative Research. *Family Practice*, 13(6), pp. 522-525.
- Matandare, M. A., 2018. Botswana Unemployment Rate Trends by Gender: Relative Analysis with Upper Middle Income Southern African Countries (2000-2016). *Dutch Journal of Finance and Management*, 2(2), pp. 1-13.
- Matenge, T. M., Josiah, J. & Themba, G., 2017. Enhancing NGO Funding by Adopting Corporate Governance Practices: The Case of Botswana NGOs. *Botswana Journal of Business*, 10(1), pp. 147-161.
- Matten, D., 2006. Why Do Companies Engage in Corporate Social Responsibility? Background, Reasons and Basic Concepts. In: J. Hennigfeld, M. Pohl & N. Tolhurst, eds. *The ICCA Handbook on Corporate Social Responsibility*. Chichester: John Wiley & Sons, Ltd, pp. 3-46.
- Matunhu, J., 2011. Poverty and Corporate Social Responsibility in Africa: a Critical Assessment. *Zimbabwe International Journal of Open and Distance Learning*, Volume 1, pp. 84-94.
- Maxwell, J. A., 2005. *Qualitative Research Design: An Interactive Approach*. 2nd ed. Thousand Oaks: SAGE Publications.
- May, S., Cheney, G. & Roper, J., 2007. *The Debate over Corporate Social Responsibility*. New York: Oxford University Press.
- Mbekomize, C., Wally-Dima, L. & Nametsegang, A., 2019. The Impact of Corporate Governance on Corporate Social Responsibility Disclosures: Evidence from the Botswana Stock Exchange. *Research Journal of Finance and Accounting*, 10(20), pp. 50-62.
- McElhane, K. A., 2008. *Just Good Business: The Strategic Guide to Aligning Corporate Responsibility and Brand*. San Francisco: Berrett-Koehler Publishers, Inc.
- McIntosh, A. M., Sharpe, M. & Lawrie, S. M., 2010. Research methods, statistics and evidence-based practice. In: E. C. Johnstone, et al. eds. *Companion to Psychiatric Studies E-Book*. Edinburgh: Churchill Livingstone Elsevier, pp. 157-199.
- McLeod, J., 2011. *Qualitative Research in Counselling & Psychotherapy*. 2nd ed. Los Angeles: SAGE.
- Mehra, B., 2014. Perspectives of Rural Librarians about the Information Behaviours of Children with Special Needs in the Southern and Central Appalachian Region: An Exploratory

- Study to Develop User-Centred Services. In: D. Bilal & J. Beheshti, eds. *New Directions in Childrens' and Adolescents' Information Behaviour Research*. s.l.:Emerald Publishing, pp. 157-190.
- Mendel, S. C. & Brudney, J. L., 2018. *Partnerships the Nonprofit Way: What Matters, What Doesn't*. Bloomington: Indiana University Press.
- Merriam, S. B., 2009. *Qualitative Research: A Guide to Design & Implementation*. 2nd ed. San Francisco: Jossey-Bass.
- Merriam, S. B. & Tisdell, E. J., 2015. *Qualitative Research: A Guide to Design & Implementation*. 4th ed. San Francisco: Jossey-Bass.
- Miles, M. B., Huberman, A. M. & Saldaña, J., 2014. *Qualitative Data Analysis: A Methods Sourcebook*. 3rd ed. Thousand Oaks: SAGE Publications.
- Miles, S., 2017. Stakeholder Theory Classification: A Theoretical and Empirical Evaluation of Definitions. *Journal of Business Ethics*, Volume 142, pp. 437-459.
- Miner, J. B., 2007. *Organizational Behaviour 4: From Theory to Practice*. Armonk: M.E. Sharpe.
- Mmegi, 2014. *Lower savings culture in Botswana*. [Online] Available at: <https://www.mmegi.bw/index.php?aid=47024&dir=2014/october/31> [Accessed 5 March 2020].
- Mmegi, 2016. *Corporate Social Responsibility Initiatives should be Mandatory*. [Online] Available at: <http://www.mmegi.bw/index.php?aid=64981&dir=2016/november/29> [Accessed 8 March 2020].
- Mmegi, 2018. *There is a need for CSR policy in Botswana*. [Online] Available at: <https://www.mmegi.bw/index.php?aid=77441&dir=2018/september/07> [Accessed 8 March 2020].
- Mohr, J. & Spekman, R., 1994. Characteristics of Partnership Success: Partnership Attributes, Communication Behavior & Conflict Resolution Techniques. *Strategic Management Journal*, 15(2), pp. 135-152.
- Moloi, K. C., Oksiutycz-Munyawiri, A. & Ndong, G., 2014. An Investigation of Corporate Social Investment (CSI) Programme's Contribution to the Brand Image of a Financial Institution in Alexandra, South Africa. *Mediterranean Journal of Social Sciences*, 5(4), pp. 282-291.
- Moody's Analytics Inc, 2021. *Moody's Analytics / Economic Indicators / Botswana*. [Online] Available at: <https://www.economy.com/botswana/indicators#ECONOMY> [Accessed 15 February 2021].

- Morino, M., 2011. *Leap of Reason: Managing to Outcomes in an Era of Scarcity*. Washington: Venture Philanthropy Partners.
- Mullerat, R., 2010. *International Corporate Social Responsibility: The Role of Corporations in the Economic Order of the 21st Century*. Alphen aan den Rijn: Kluwer Law International B.V..
- Muranda, Z., 2014. The Diamond-Shaped Socio-Economic Development of Botswana. In: S. O. Idowu, A. S. Kasum & A. Y. Mermud, eds. *People, Planet and Profit: Socio-Economic Perspectives of CSR*. London: Routledge, pp. 109-126.
- Mustafa, A., 2008. *Case Study Method, Theory & Practice: Research & Management*. New Delhi: Atlantic Publishers & Distributors (P) Ltd.
- Myers, M. D., 2009. *Qualitative Research in Business & Management*. Thousand Oaks: SAGE Publications.
- Nafukho, F. & Muyia, H. M., 2010. Entrepreneurship and socioeconomic development in Africa: a reality or myth?. *Journal of European Industrial Training*, 34(2), pp. 96-109.
- Nair, D., 2014. Corporate Social Responsibility and Community Development in Botswana: An Analysis of the Perspectives of the Beneficiaries. *The Botswana Media Studies Papers*, pp. 16-23.
- Nakano, D. & Muniz, J., 2018. Writing the Literature Review for Empirical Papers. *Production*, 28(e20170086), pp. 1-9.
- National Social Inclusion Foundation, 2018. *National CSR Foundation Annual Report 2017-2018*, s.l.: s.n.
- Ncube, B. L., n.d. *Step by step: Conducting Beneficiary Assessment with Communities*, Pretoria: s.n.
- Oliver, P., 2010. *The Student's Guide to Research Ethics*. 2nd ed. Berkshire: McGraw-Hill Education.
- Osei-Hwedie, K., 2004. Poverty Eradication in Botswana: Towards the Realisation of Vision 2016. *Pula: Botswana Journal of African Studies*, 18(1), pp. 7-18.
- Padgett, D., 2008. *Qualitative Methods in Social Work*. 2nd ed. Thousand Oaks: SAGE Publications.
- Pan, M. L., 2017. *Preparing Literature Reviews: Qualitative and Quantitative Approaches*. 5th ed. Abingdon: Routledge.
- Pawar, M., 2004a. A Pluralistic Approach to Data Collecting Methods. In: Elgin, ed. *Data Collecting Methods & Experiences: A Guide for Social Researchers*. Elgin: New Dawn Press Inc., pp. 3-16.

- Pawar, M., 2004b. Data Collecting Methods & Strategies. In: M. Pawar, ed. *Data Collecting Methods & Experiences: A Guide for Social Researchers*. Elgin: New Dawn Press Inc., pp. 17-60.
- Pearlson, K. E., Saunders, C. S. & Galletta, D. F., 2020. *Managing and Using Information Systems: A Strategic Approach*. 7th ed. Hoboken: John Wiley and Sons.
- Pedersen, E. R. & Neergaard, P., 2016. The Bottom Line of CSR: A Different View. In: F. de Bekker, F. der Hond & P. Neergaard, eds. *Managing Corporate Social Responsibility in Action: Talking, Doing and Measuring*. New York: Routledge, pp. 77-92.
- Pfeffer, J. & Salancik, G., 2003. *The External Control of Organisations: A Resource Dependence Perspective*. 2nd ed. Stanford: Stanford University Press.
- Pohl, M. & Tolhurst, N., 2010. *Responsible Business: How to Manage a CSR Strategy*. Chichester: Wiley.
- Poret, S., 2014. *Corporate-NGO Partnerships in CSR Activities: Why and How?*, s.l.: Ecole Polytechnique.
- Porter, M. E. & Kramer, M. R., 2006. Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review On Point*, December, pp. 1-16.
- Postma, J., 2011. *Making Business Sustainable: Corporate Social Responsibility in South Africa*, s.l.: University of Twente.
- Prasad, B. A. & Kumar, S., 2011. Monitoring and Evaluation of CSR Interventions: A Study of CSR Programs in GMR Industries Rajam Srikakulam District. *Management Insight*, VII(2), pp. 79-84.
- Punch, K. F., 2000. *Developing Effective Research Proposals*. Thousand Oaks: SAGE Publications.
- Punch, K. F., 2016. *Developing Effective Research Proposals*. 3rd ed. Thousand Oaks: SAGE Publications.
- Rademacher, L. & Remus, N., 2017. Integrated CSR Communication of NGOs: The Dilemma to Communicate and Cooperate in CSR Project Partnerships. In: S. Diehl, et al. eds. *Handbook of Integrated CSR Communication*. Cham: Springer, pp. 393-412.
- Raimi, L., 2017. Understanding Theories of Corporate Social Responsibility in the Ibero-American Hospitality Industry. In: L. M. Gómez, L. Vargas-Preciado & D. Crowther, eds. *Corporate Social Responsibility and Corporate Governance: Concepts, Perspectives and Emerging Trends in Ibero-America*. Bingley: Emerald Publishing Ltd, pp. 65-88.

- Ramdhony, D., 2018. The Implications of Mandatory Corporate Social Responsibility - A Literature Review Perspective. *Theoretical Economics Letters*, Volume 8, pp. 432-447.
- Rangan, K., Chase, L. A. & Karim, S., 2012. *Why Every Company Needs a CSR Strategy and How to Build It*, s.l.: Harvard Business School.
- Rein, M. et al., 2005. *Working Together: A Critical Analysis of Cross-Sector Partnerships in Southern Africa*, Cambridge: The University of Cambridge Programme for Industry, UK.
- Remenyi, D., 2013. *Case Study Research: The Quick Guide Series*. 2nd ed. Reading: Academic Conferences & Publishing International Limited.
- Remund, D. L. & McKeever, B. W., 2018. Forging effective corporate/nonprofit partnerships for CSR programs. *Journal of Communication Management*, 22(3), pp. 309-326.
- Ricks, J. M., 2005. An assessment of strategic corporate philanthropy on perceptions of brand equity variables. *The Journal of Consumer Marketing*, 22(3), pp. 121-134.
- Royse, D., 2008. *Research Methods in Social Work*. 5th ed. Belmont: Thomson Brooks/Cole.
- Ruck, D. J., Bentley, R. A. & Lawson, D. J., 2019. Cultural prerequisites of socioeconomic development. *Royal Society Open Science*, 7(190725), pp. 1-11.
- Rungeler, L., 2009. *CSR & Organisational Identification: To Which Extent Do CSR Initiatives Achieve Organisational Identification*. Norderstedt: Grin Verlag.
- Ryznar, M. & Woody, K. E., 2015. A Framework on Mandating vs Incentivising Corporate Social Responsibility. *Marquette Law Review*, 98(4), pp. 1667-1694.
- Salmen, L. F., 1992. *Beneficiary Assessment: An Approach Described*, s.l.: The World Bank.
- Sampong, F., Song, N., Boahene, K. O. & Wadie, K. A., 2018. Disclosure of CSR Performance and Firm Value: New Evidence from South Africa on the Basis of the GRI Guidelines for Sustainability Disclosure. *Sustainability*, pp. 1-28.
- Schmidpeter, R., Vertigans, S. & Idowu, S. O., 2016. Corporate Social Responsibility in Sub-Saharan Africa: Summary - Status Quo & Next Steps Needed. In: *Corporate Social Responsibility in Sub-Saharan Africa: Sustainable Development in its Embryonic Form*. Cham: Springer, pp. 275-278.
- Schneider, Z., Whitehead, D., Biondo-Wood, G. L. & Haber, J., 2013. *Nursing & Midwifery Research: Methods & Critical Appraisal for Evidence-Based Practice*. 4th ed. Sydney: Elsevier.
- Seitanidi, M. M. & Crane, A., 2009. Implementing CSR Through Partnerships: Understanding the Selection, Design and Institutionalisation of Nonprofit-Business Partnerships. *J Bus Ethics*, Volume 85, pp. 1-32.

- Seitanidi, M. M. & Crane, A., 2014. *Social Partnerships and Responsible Business: A Research Handbook*. New York: Routledge.
- Sekwati, L., 2009. *Economic Diversification: The Case of Botswana*, s.l.: Revenue Watch Institute.
- Selsky, J. W. & Parker, B., 2010. Platforms for Cross-Sector Social Partnerships: Prospective Sensemaking Devices for Social Benefit. *Journal of Business Ethics*, Volume 94, pp. 21-37.
- Sengupta, P. K., 2018. *Industrial Water Resource Management: Challenges & Opportunities for Corporate Water Stewardship*. Chichester: Wiley.
- Shanley, M. G. et al., 2009. *The Prospects for Increasing the Reuse of Digital Training Content*. Santa Monica: RAND Corporation.
- Shoemaker, P. J., Tankard, W. J. & Lasorsa, D. L., 2003. *How to Build Social Science Theories*. Thousand Oaks: SAGE Publications.
- Sholz, R. W. & Tietje, O., 2002. *Embedded Case Study Methods: Integrating Quantitative & Qualitative Knowledge*. Thousand Oaks: SAGE Publications.
- Sieber, J., 2004. Informed Consent. In: M. S. Lewis-Beck, A. Bryman & T. F. Liao, eds. *The SAGE Encyclopedia of Social Science Research Methods*. Thousand Oaks: SAGE Publications, pp. 493-497.
- Silverman, D., 2010. *Doing Qualitative Research*. 3rd ed. Thousand Oaks: SAGE Publications.
- Simons, H., 2009. *Case Study Research in Practice*. Thousand Oaks: SAGE Publications.
- Sirmon, D. G. & Matz, C. L., 2013. Resource Dependence Theory. In: E. H. Kessler, ed. *Encyclopedia of Management Theory*. Thousand Oaks: SAGE Publications, pp. 659-666.
- Sitnikov, C., 2013. CSR Life-Cycle Exploration. In: J. O. Okpara & S. O. Idowu, eds. *Corporate Social Responsibility: Challenges, Opportunities and Strategies for 21st Century Leaders*. Heidelberg: Springer, pp. 111-126.
- Skjaerseth, J. B. & Wettestad, J., 2009. A framework for assessing the sustainability impact of CSR. In: R. Barth & F. Wolff, eds. *Corporate Social Responsibility in Europe: Rhetoric and Realities*. Cheltenham: Edward Elgar, pp. 26-37.
- Slack, T. & Parent, M. M., 2006. *Understanding Sport Organisations: The Application of Organisation Theory*. 2nd ed. Champaign: Human Kinetics.
- Solís, J. R. T. & Moroka, K., 2011. Innovative corporate social responsibility in Botswana: The Debswana mining company study case. *Contaduría y Administración*, April, pp. 91-104.
- SSI, 2020a. *Interview SSI Rep* [Interview] (11 November 2020a).
- SSI, 2020b. *Participant Testimonials* [Interview] (18 November 2020b).
- SSI, 2020c. *Participant Interviews* [Interview] (12-25 November 2020c).



StachowiczStanusch, A., 2016. *Corporate Social Performance: Reflecting on the Past and Investing in the Future*. s.l.:IAP.

Statistics Botswana, 2015. *Population Projections For Botswana 2011-2026*, Gaborone: Statistics Botswana.

Statistics Botswana, 2018. *Botswana Multi-Topic Household Survey Report 2015/16*, Gaborone: Statistics Botswana.

Steinberg, K. S., Bringle, R. G. & McGuire, L. E., 2013. Attributes of high-quality research on service learning. In: R. G. Bringle, J. A. Hatcher & P. H. Clayton, eds. *Research on Service Learning: Conceptual Frameworks & Assessments*. Sterling: Stylus Publishing.

Sun, W., Stewart, J. & Pollard, D., 2010. Reframing Corporate Social Responsibility. In: W. Sun, J. Stewart & D. Pollard, eds. *Critical Studies on Corporate Responsibility, Governance & Sustainability Volume 1 - Reframing Corporate Social Responsibility: Lessons from the Global Financial Crisis*. Bingley: Emerald Publishing, pp. 3-22.

Sustainable Development Commission, n.d. *Sustainable Development*. [Online] Available at: <http://www.sd-commission.org.uk/pages/what-is-sustainable-development.html> [Accessed 04 March 2020].

Tallio, V., 2013. Corporate Social Responsibility in Africa: New Trends for Development? A New Field for African Studies?. In: U. Engel & M. J. Ramos, eds. *African Dynamics in a Multipolar World*. Leiden: Brill, pp. 87-96.

Tamvada, M., 2020. Corporate social responsibility and accountability: a new theoretical foundation for regulating CSR. *International Journal of Corporate Social Responsibility*, 5(2), pp. 1-14.

Taylor, B. J., 2006. *Research in Nursing and Health Care: Evidence for Practice*. s.l.:Cengage Learning Australia.

The Brenthurst Foundation, 2010. *The Monrovia Principles: A Guideline for Corporate Social Responsibility in Africa*. Johannesburg, The Brenthurst Foundation, pp. 1-10.

The Sunday Standard, 2011. *KBL/ BBL'S Corporate Social Investment Programme Should Serve as a Template for Other Companies*. [Online] Available at: <http://www.sundaystandard.info/kbl-bbl%E2%80%99s-corporate-social-investment-programme-should-serve-template-other-companies> [Accessed 6 March 2020].

The Sunday Standard, 2013. *Botswana's Corporate Sector Should Integrate CSR Initiatives to Enhance Impact and Sustainability*. [Online] Available at: <http://www.sundaystandard.info/botswana%E2%80%99s-corporate-should->

sector-integrate-csr-initiatives-enhance-impact-and-sustainability

[Accessed 6 March 2020].

The World Bank, 1995. *Working with NGOs: A Practical Guide to Operational Collaboration between The World Bank and Non-Governmental Organisations*, s.l.: Operations Policy Department, World Bank.

The World Bank, 2018. *The World Bank in Botswana*. [Online] Available at: <https://www.worldbank.org/en/country/botswana/overview#1> [Accessed 20 March 2020].

The World Bank, 2020. *The World Bank in Botswana: Overview*. [Online] Available at: <https://www.worldbank.org/en/country/botswana/overview> [Accessed 13 March 2020].

Thomas, G., 2011. *How to do your Case Study: A Guide for Students and Researchers*. Thousand Oaks: SAGE Publications.

Thomas, G., 2016. *How to Do Your Case Study*. 2nd ed. Thousand Oaks: SAGE Publications.

Thomas, Y. A., 2018. *The Importance of Leadership Education in Undergraduate Education*. Raleigh: Lulu Enterprises.

Thorne, S., 2000. Data Analysis in Qualitative Research. *Evidence-Based Nursing*, Volume 3, pp. 68-70.

Tight, M., 2017. *Understanding Case Study Research: Small Scale Research with Meaning*. Los Angeles: SAGE.

Toker, H., 2015. NGOs. In: S. O. Idowu, et al. eds. *Dictionary of Corporate Social Responsibility: CSR, Sustainability, Ethics & Governance*. Cham: Springer, pp. 396-397.

Trafford, S. & Proctor, T., 2006. Successful joint venture partnerships: public-private partnerships. *International Journal of Public Sector Management*, 19(2), pp. 117-129.

Dialogue, 2014. *Dialogue CSI Handbook*, s.l.: Dialogue Publications.

Dialogue, 2015. *Dialogue CSI Handbook*, s.l.: Dialogue Publications.

Dialogue, 2016. *Dialogue CSI Handbook*, s.l.: Dialogue Publications.

Dialogue, 2017. *Dialogue Business in Society Handbook*, s.l.: Dialogue Publications.

Dialogue, 2018. *Dialogue Business in Society Handbook*, s.l.: Dialogue Publications.

Dialogue, 2019. *Dialogue Business in Society Handbook*, s.l.: Dialogue Publications.

Dialogue, 2020. *Dialogue Business in Society Handbook*, s.l.: Dialogue Publications.

Umsizi, 2017. *Corporate Social Investment and Corporate Social Responsibility – Is there a difference?*. [Online]

Available at: <https://umsizi.co.za/corporate-social-investment-corporate-social-responsibility->

difference/

[Accessed 03 March 2020].

United Nations Development Programme Evaluation Office, 2002. *Handbook on Monitoring and Evaluating for Results*, New York: United Nations Development Programme Evaluation Office.

United Nations Educational, Scientific and Cultural Organisation, 2013. *Sustainable Development*. [Online]

Available at: <https://en.unesco.org/themes/education-sustainable-development/what-is-esd/sd>

[Accessed 05 March 2020].

United Nations Human Settlements Programme, 2003. *The Challenge of Slums: Global Report on Human Settlements*. London: Earthscan Publications Ltd.

United Nations, 2015. *Sustainable Development Goals: Knowledge Platform*. [Online]

Available at: <https://sustainabledevelopment.un.org/sdinaction>

[Accessed 7 October 2020].

Unrau, Y. A., Gabor, P. A. & Grinnell, R. M., 2007. *Evaluation in Social Work: The Art & Science of Practice*. 4th ed. Oxford: Oxford University Press.

Vakil, A., 1997. Confronting the Classification Problem: Toward a Taxonomy of NGO. *World Development*, 25(12), pp. 2057-2070.

Van Teijlingen, E. R. & Hundley, V., 2001. The Importance of Pilot Studies. *Social Research Update*, Issue 35.

Van Tulder, R., Seitanidi, M. M., Crane, A. & Brammer, S., 2016. Enhancing the Impact of Cross-Sector Partnerships: Four Impact Loops for Channeling Partnership Studies. *Journal of Business Ethics*, Volume 135, pp. 1-17.

Vaughan, S. & Arsneault, S., 2014. *Managing Nonprofit Organisations in a Policy World*. Thousand Oaks: SAGE Publications.

Visser, W., 2006. Revisiting Carroll's Pyramid: An African Perspective. In: M. Huniche & E. R. Pedersen, eds. *Corporate Citizenship in Developing Countries: New Partnership Perspectives*. Copenhagen: Copenhagen Business School Press DK, pp. 29-56.

Waagstein, P. R., 2010. The Mandatory Corporate Social Responsibility in Indonesia: Problems and Implications. *Journal of Business Ethics*, Volume 98, pp. 455-466.

Wang, Q. & Yao, Y., 2016. Resource Dependence and Government-NGO Relationship in China. *China Nonprofit Review*, Volume 8, pp. 27-51.

Warhurst, A., 2006. *Corporate Social Responsibility and African Development Diamonds*. [Online]

Available at: <http://www.diamonds.net/Docs/Conference/Artisanal.pdf>  
[Accessed 12 March 2020].

Werhane, P. H., Kelley, S. P., Hartman, L. P. & Moberg, D. J., 2010. *Alleviating Poverty through Profitable Partnerships: Globalization, Markets & Economic Well-Being*. New York: Routledge.

Wertner, W. B. & Chandler, D., 2006. *Strategic Corporate Social Responsibility: Stakeholders in a Global Environment*. Thousand Oaks: SAGE Publications.

Westmarland, L., 2011. *Researching Crime and Justice: Tales from the Field*. London: Routledge.

Willetts, P., n.d. *What is a Non-Governmental Organisation?*. [Online]  
Available at: <https://www.gdrc.org/ngo/peter-willetts.html>  
[Accessed 23 March 2020].

Woods, P., 2006. *Successful Writing for Qualitative Researchers*. 2nd ed. London: Routledge.  
World Economic Forum, 2019. *The Global Competitiveness Report 2019*, Geneva: World Economic Forum.

Wrenn, B., Stevens, R. & Loudon, D., 2002. *Marketing Research Text and Cases*. New York: Best Business Books.

Yates, S. J., 2003. *Doing Social Science Research*. s.l.:SAGE.

Yin, R. K., 2003. *Applications of Case Study Research*. 2nd ed. Thousand Oaks: SAGE Publications.

Yin, R. K., 2003. *Case Study Research: Design & Methods*. 3rd ed. Thousand Oaks: SAGE Publications.

Zu, L., 2008. *Corporate Social Responsibility, Corporate Restructuring and Firm's Performance: Empirical Evidence from Chinese Enterprises*. s.l.:Springer Science and Business Media.

## APPENDICES

## APPENDIX A: VIEWS ON SSI'S CSR PROGRAMMES - PARTICIPANT TESTIMONIALS

	Perspective on Programme	Key takeaways
<b>Testimonials</b>		
A	“... Through the Ready To Work Program I learnt how to manage my expenses and budgeting. I was taught necessary life skill which I'm applying every day. I was taught how to talk to and address people, this helped me to build my self-confidence and sharpen my people skills. Through the Ready To Work Program I had a job shadowing placement opportunity ... as a barman. I applied the knowledge and tactics I received from the Ready To Work Program and I was promoted to the position of Bar Manger in a period of 5 months. After 7 months I was promoted to the position of Restaurant Manager, but things did not stop there as I am now the Operations Manager...”	<ul style="list-style-type: none"> <li>-Personal financial management</li> <li>-Social skills</li> <li>-Career advancement</li> </ul>
B	“I learnt a lot about the need and importance of budgeting...The program also teaches vital work and people skills which help you to cope in the workplace... You are better equipped to choose your path once you go through the program...You also learn how to deal and work with different characters in the workplace. This program has helped me a lot and equipped me with knowledge that quite a number of people pay huge sums of money for, and I got it all for free”.	<ul style="list-style-type: none"> <li>-Financial management</li> <li>-Career trajectory</li> <li>-Social skills</li> <li>-Opportunities CSR can offer</li> </ul>
C	“The program really opened my eyes about the workplace. When I started my attachment I was able to adapt to the working environment because I was prepared for the workplace.” Because of my emotional intelligence and people skills which I developed from the program I was able to secure employment during my attachment, even before graduating from University... gained vital skills from the entrepreneurial skills module, which helped me to open and run a tuckshop”	<ul style="list-style-type: none"> <li>-Social skills</li> <li>-Emotional intelligence</li> <li>-Career advancement</li> <li>-Entrepreneurial skills</li> </ul>
D	“This was a very confusing time in my life because I was fresh out of school ...I did not have a specific goal...gave me an opportunity to build my self-confidence, people skills, work skills and personal financial management skills. The work skills and people skills modules gave me an opportunity to discover the career that was best suited for my personality and capabilities ... I am also able to budget and use my allowance wisely.”	<ul style="list-style-type: none"> <li>-Self-confidence</li> <li>-Social skills</li> <li>-Career trajectory</li> <li>-Personal financial management</li> </ul>

## APPENDIX B: VIEWS ON SSI'S CSR PROGRAMMES – PARTICIPANT INTERVIEWS

	Perspective on Programme	Key takeaways
<b>Interviews</b>		
C	<p>“...learnt how to do a CV, how to understand the feelings of other people in the workplace, how to be able to relate to people in the workplace, how to relate with the senior management”.</p> <p>“entrepreneur skills, it was the topic dealing on how to become your own boss. I think that's the actual topic that inspired me to come up with my own business”.</p>	<ul style="list-style-type: none"> <li>-Empathy</li> <li>-Social skills</li> <li>-Self-reliance</li> <li>-Entrepreneurial skills</li> <li>-Self sufficiency</li> <li>-Personal potential</li> </ul>
E	<p>“...the After School Programme helped to keep me focused on school and stopped me from engaging in some of the mischief some of my other peers were involved in”.</p> <p>“Stepping Stones contributed a lot to helping me pass form 3 and 5”</p> <p>“...with the right mind set, you can achieve things you didn't think you could do.”</p>	<ul style="list-style-type: none"> <li>-Focus</li> <li>-Avoid peer pressure</li> <li>-Right mind set</li> <li>-Personal potential</li> <li>-Academic achievement</li> </ul>
F	<p>“...the tutors were very patient and they were good at motivating students, they gave students the confidence to ask questions”.</p> <p>“Stepping Stones is a very good place to groom children as it helps you to find your potential”..</p>	<ul style="list-style-type: none"> <li>-Confidence</li> <li>-Motivation</li> <li>-Grooming</li> <li>-Personal potential</li> </ul>
G	<p>“The leadership programme was awesome, super-awesome. It taught us a lot and helped us to avoid the bad things that youth do. We learnt CV making skills and how to speak fluent English. It helped us to link with organisations and it taught us how to ask and how to interact with people. It taught us how to speak for ourselves, it taught us about self-representation”.</p>	<ul style="list-style-type: none"> <li>-Avoid peer pressure</li> <li>-Improved language</li> <li>-Self-representation</li> <li>-Social skills</li> <li>-Confidence</li> </ul>
H	<p>“I would say most of us, we fall for courses that we don't really want, we follow opportunities that we don't really want, or that we don't have passion in. And in, in the long run, you get to fail, or in the long run, you don't get to do as much as you wanted to do. And what the aim of the leadership programme is, is to unlock the youth potential”.</p> <p>“I had just completed my form five and I wanted to take a gap year, because I wasn't yet sure of what I wanted to do... So having joined the programme actually benefited me because at the end of it, or six months through, I actually knew what I wanted to study...understanding the world out there, is one of the greatest opportunities that they gave, than just settling”.</p>	<ul style="list-style-type: none"> <li>-Gave direction</li> <li>-Personal potential</li> <li>-Exposure</li> <li>-Expanding world view</li> <li>-Career trajectory</li> </ul>
I	<p>“... it helped me a lot at school. Academically, I have seen an improvement and my marks have gone up. Then the life skills, there are sessions that teach you to be a leader and this has really helped me a lot. I think the programmes at Stepping Stones are necessary to give us self-reliance as youth”.</p>	<ul style="list-style-type: none"> <li>-Self-reliance</li> <li>-Academic achievement</li> <li>-Leadership</li> <li>-Personal potential</li> </ul>
J	<p>“Yes they have made a difference because now I can speak fluent English. Some words that I used to have difficulty in pronouncing I now have the confidence to say them”.</p>	<ul style="list-style-type: none"> <li>-Improved language</li> <li>-Confidence</li> </ul>
K	<p>“It has truly helped me a lot especially life skills and PSS (psychosocial support). If you have any situation or you don't feel well, you go to PSS and talk to one of the welfare social officers. Life skills it has taught us a lot of things, presentation skills, ways of being confident and asserting yourself. Education, I did their tuition and it has helped me at school. It has helped me a lot in terms of my confidence, really”.</p>	<ul style="list-style-type: none"> <li>-Emotional support</li> <li>-Coping skills</li> <li>-Confidence</li> <li>-Academic achievement</li> </ul>
L	<p>“They help us a lot. Like, whatever we don't understand or you have something that you want to be clarified, you get help, you get everything that you want. Emotional support, if we're going through something, we have someone to talk to. We get all the help we need”.</p>	<ul style="list-style-type: none"> <li>-Academic support</li> <li>-Emotional support</li> <li>-Coping skills</li> </ul>

## APPENDIX C: INTERNET ARTICLES ON SSI

Article	Category	Summary
1	Social programmes	The article is about a graduation ceremony for the Young Mothers programme that SSI runs. A programme that began in 2014 with 22 students and out of school community young mothers and has since reached out to many more in the community. Young Mothers aims to support and instil hope in young mothers who are socially stigmatized by their communities. A participant in the programme gives testament to the hope the programme has given her.
2	CSR partnerships	In this article, the deputy director in the Department of Curriculum and Evaluation, Mr Dominique Khame, commended the partnership between Botswana Insurance Holding Limited (BIHL) and Stepping Stones International (SSI) for helping to improve the standard seven examination results for Chakaloba Primary School (CPS). In 2012 the standard seven pass rate for CPS was 42%. In 2013 BIHL and SSI adopted CPS into their literacy programme. Two years after enrolling in the programme, the standard seven pass rate for CPS was 70%.
3	CSR partnerships	The article is about a young man who wanted to be a music artist but whose family did not support his dream, and eventually, he left home to live at his uncle's house. The young man joined SSI in 2012. A music competition he won an award in opened doors for his music career. Barclays Bank Botswana sponsored a one-week trip to the Cape Town Opera Theatre, where he received voice coaching. The government of Botswana sponsored him to study Sound Engineering at Limkokwing University. He is currently working on his second traditional music album. The Minister of Youth Empowerment, Sports and Culture Development, Thapelo Olopeng, commended Barclays Bank for supporting community and youth development, saying "government alone cannot achieve development of the youth".
4	Donations	This article is about the various donations Y Care Charitable Trust has made since 2008 to SSI. It also lists SSI's achievements such as over 90% of school dropouts return to school, 98% of abused youth relocated to safer homes, 512 Peer educators trained in 8 districts, and 93,532 community members served through a national outreach programme.
5	CSR partnerships, cross-sector collaborations	The article details the partnership between Barclays and SSI, which began in 2008. Some of the programmes over the 8-year partnership include an income-generating programme, a vegetable garden and Aflatoun – a financial literacy programme. The article also details the cross-sector collaboration between SSI, UNICEF and Barclays in the development of Teach Aids – an educational tool. It seems thousands of young people have benefitted from the income-generating and Aflateen programmes and the Teach AIDS initiative. The article describes the involvement of Barclays staff with the youth, caretakers and staff of SSI. The article concludes with Barclays conveying its wish to see more youth benefit from the SSI programmes and affirms its commitment to the SSI relationship "over the coming years".
6	CSR Programme, Volunteers	The article is about a visit made by a group of employees from SAP in the USA who are part of a SAP Social Sabbatical team. They plan to share their financial management and marketing experience with the youth group Young Dreamers, who sing and dance and do edutainment to prevent and stop gender violence. Most of the Young Dreamers members graduated from an SSI leadership programme and have remained close to SSI following their graduation.



Article	Category	Summary
7	Donors, volunteers, skills	Prentiss Darden writes a blog about SSI and an organic gardening initiative that he helped to revive with some of the children at the SSI centre in Mochudi. He shares his observations of the kids' positive work ethic as he reinforces what they have learned at school on agriculture, in organic gardening. Prentiss manages to secure a donation of \$500 from an NGO in the USA to fund the gardening programme, and though this may seem like an insignificant amount, he remarks on how "a small amount of money goes a long way in this part of the world". Prentiss also shares how working in the garden brings great joy to the kids.
8	Literacy training programme	Feedback from Megan Petersen from the University of Utah Reading Clinic on a training session for 40 standard 4 through 7 teachers from 8 schools in Botswana. Megan relays the excitement the teachers have to embark on the training as they have seen the impact on their colleagues that have already been on the course. Megan also notes that the teachers wonder why the Clinic has not come earlier to improve their practices and views this as a sign that there is no resistance to the training and the teachers do not view the practices as American.
9	Advocacy	This article is about the advisory and advocacy work SSI is involved in. It discusses the 'Gaining Traction by Action Project' in which SSI, through funding from the European Union, undertook research to identify the gaps in service provision in handling child sexual abuse and exploitation, did a policy review of laws affecting child protection and made a 10-point recommendation document that can assist in addressing issues as early as possible. Mr Chirwah Mahloko, the Human Rights and Child Protection coordinator at SSI, explains the process that was followed in the project that included conducting research into legislative policy and a case study analysis. The purpose of the research was to inform SSI's planning and interventions towards child sexual abuse.
10	Advocacy	This article is about the training given by SSI to media practitioners in Botswana to help them understand the different aspects of child protection so that they can report sensitively on these issues and inform the nation fairly and accurately.

## APPENDIX D: DATA EXTRACTION FORMS

### Article 1

Name of Newspaper:	Daily News
URL:	<a href="http://www.dailynews.gov.bw/news-details.php?nid=27538">http://www.dailynews.gov.bw/news-details.php?nid=27538</a>
Country of Publication:	Botswana
Date of Publication:	11 April 2016
Title of Article:	Stepping Stones gives young mothers hope
Topic Category:	Social programmes
Summary of Article:	The article is about a graduation ceremony for the Young Mothers programme that SSI runs. A programme that began in 2014 with 22 students and out of school community young mothers and has since reached out to many more in the community. Young Mothers aims to support and instil hope in young mothers who are socially stigmatized by their communities. A participant in the programme gives testament to the hope the programme has given her.
Implications / Key Findings:	There are many ways to make a difference with social programmes. A graduation ceremony like the Young Mothers graduation ceremony likely adds to the sense of achievement and accomplishment the young mothers have after going through the programme.

### Article 2

Name of Newspaper:	Daily News
URL:	<a href="http://www.dailynews.gov.bw/news-details.php?nid=27538">http://www.dailynews.gov.bw/news-details.php?nid=27538</a>
Country of Publication:	Botswana
Date of Publication:	16 May 2016
Title of Article:	Innovative partnership brings good results
Topic Category:	CSR partnerships
Summary of Article:	The deputy director in the Department of Curriculum and Evaluation Mr Dominique Khame commended the partnership between Botswana Insurance Holding Limited (BIHL) and Stepping Stones International (SSI) for helping to improve the standard seven examination results for Chakaloba Primary School (CPS). In 2012 the standard seven pass rate for CPS was 42%. In 2013 BIHL and SSI adopted CPS into their literacy programme. Two years after enrolling in the programme the standard seven pass rate for CPS was 70%.
Implications / Key Findings:	It would seem that the CSR partnership between BIHL and SSI was successful as evidenced by the 28 percentage points improvement in the standard seven results from 42% to 70% over a two year period.

### Article 3

Name of Newspaper:	Botswana Guardian
URL:	<a href="http://www.botswanaguardian.co.bw">http://www.botswanaguardian.co.bw</a>
Country of Publication:	Botswana
Date of Publication:	08 November 2017
Title of Article:	Luckymore, an embodiment of self-belief
Topic Category:	CSR Partnership, Inspiring Stories
Summary of Article:	The article is about a young man who wanted to be a music artist but whose family did not support his dream and eventually he left home to live at his uncle's house. The young man joined SSI in 2012. A music competition he won an award in opened doors for his music career. Barclays Bank Botswana sponsored a one-week trip to the Cape Town Opera Theatre, where he received voice coaching. The government of Botswana sponsored him to study Sound Engineering at Limkokwing University. He is currently working on his second traditional music album. Minister of Youth Empowerment, Sports and Culture Development, Thapelo Olopeng, commended Barclays Bank for supporting community and youth development, saying "government alone cannot achieve development of the youth".
Implications / Key Findings:	The government can be a driving force in getting companies to engage in CSR. CSR can provide opportunities that people would not otherwise have received exposure.

### Article 4

Name of Website:	Y Care Charitable Trust
URL:	<a href="http://www.ycare.org.bw/2018/01/26/beneficiary-of-the-month-stepping-stones-international/">http://www.ycare.org.bw/2018/01/26/beneficiary-of-the-month-stepping-stones-international/</a>
Country of Publication:	Botswana
Date of Publication:	26 January 2018
Title of Article:	Beneficiary of the Month Stepping Stones International
Topic Category:	Donations
Summary of Article:	This article is about the various donations Y Care Charitable Trust has made since 2008 to SSI. It also lists SSI's achievements, such as over 90% of school dropouts return to school, 98% of abused youth relocated to safer homes, 512 Peer educators trained in 8 districts, and 93,532 community members served through a national outreach programme.
Implications / Key Findings:	Donations from companies and others in the community can help NGOs better fulfil their mission. A report on achievements can show where the donations are going.

### Article 5

Name of Newspaper:	Mmegi
URL:	<a href="https://www.mmegi.bw/index.php?aid=57449&amp;dir=2016/february/02">https://www.mmegi.bw/index.php?aid=57449&amp;dir=2016/february/02</a>
Country of Publication:	Botswana
Date of Publication:	02 February 2016
Title of Article:	Stepping Stones turns 10 years
Topic Category:	CSR partnership, cross-sector collaboration
Summary of Article:	The article details the partnership between Barclays and SSI, which began in 2008. Some of the programmes over the 8-year partnership include an income-generating programme, a vegetable garden and Aflatoun – a financial literacy programme. The article also details the cross-sector collaboration between SSI, UNICEF and Barclays in the development of Teach Aids – an educational tool. It seems thousands of young people have benefitted from the income-generating and Aflateen programmes and the Teach AIDS initiative. The article describes the involvement of Barclays staff with the youth, caretakers and staff of SSI. The article concludes with Barclays conveying its wish to see more youth benefit from the SSI programmes and affirms its commitment to the SSI relationship “over the coming years”.
Implications / Key Findings:	The Barclays-SSI partnership seems to be a successful CSR partnership which eight years later has withstood the test of time. It would seem successful, well-nurtured partnerships have partners yearning to nurture the relationship for a longer period. CSR partnerships and cross-sector collaborations can achieve so much more together, as evidenced by the positive impact on the thousands of individuals that have been reached.

### Article 6

Name of Magazine:	Forbes
URL:	<a href="https://www.forbes.com/sites/sap/2016/02/24/stepping-stones-helps-botswana-youth-achieve-a-sustainable-future/?sh=6720a6ee7850">https://www.forbes.com/sites/sap/2016/02/24/stepping-stones-helps-botswana-youth-achieve-a-sustainable-future/?sh=6720a6ee7850</a>
Country of Publication:	United States of America
Date of Publication:	24 February 2016
Title of Article:	Stepping Stones Helps Botswana Youth Achieve a Sustainable Future
Topic Category:	CSR Programme, Volunteers
Summary of Article:	The article is about a visit made by a group of employees from SAP in the USA who are part of a SAP Social Sabbatical team. They plan to share their financial management and marketing experience with the youth group Young Dreamers, who sing and dance and do edutainment to prevent and stop gender violence. Most of the Young Dreamers members graduated from an SSI leadership programme and have remained close to SSI following their graduation.
Implications / Key Findings:	Investment in participants does not have to end when the CSR programme concludes. With the help of volunteers, SSI continues to invest in some of its participants even after they have left the centre.

**Article 7**

Name of Blog:	Prentiss Darden Wordpress
URL:	<a href="https://prentissdarden.wordpress.com/category/stepping-stones-international-botswana/">https://prentissdarden.wordpress.com/category/stepping-stones-international-botswana/</a>
Country of Publication:	Botswana
Date of Blog Publication:	1. 09 February 2010, 2. 18 March 2010, 3. 07 April 2010, 4. 18 July 2010
Title of Blogs:	1. New Project! Organic Gardening With Orphans & Vulnerable Children 2. Stepping Stones Edible Garden 3. Burners Without Borders Supports Stepping Stones Garden 4. Stepping Stones Gardeners
Topic Category:	Donors, volunteers, skills
Summary of Blogs:	Prentiss Darden writes a blog about SSI and an organic gardening initiative that he helped to revive with the help of some of the children at the SSI centre in Mochudi. He shares his observations of the kids' positive work ethic as he reinforces what they have learned at school on agriculture, in organic gardening. Prentiss manages to secure a donation of \$500 from an NGO in the USA to fund the gardening programme, and though this may seem like an insignificant amount, he remarks on how "a small amount of money goes a long way in this part of the world". Prentiss also shares how working in the garden brings great joy to the kids.
Implications / Key Findings:	CSR programmes do not always need large amounts of money for them to have a meaningful impact on a community. Volunteers can make a difference.

**Article 8**

Name of Website:	University of Utah
URL:	<a href="https://education.utah.edu/events/botswana-update.php">https://education.utah.edu/events/botswana-update.php</a>
Country of Publication:	United States of America
Date of Publication:	21 August 2019
Title of Article:	Literacy Internship Opportunity Botswana 2015
Topic Category:	Literacy Training
Summary of Article:	Feedback from Megan Petersen from the University of Utah Reading Clinic on a training session for 40 standard 4 through 7 teachers from 8 schools in Botswana. Megan relays the excitement the teachers have to embark on the training as they have seen the impact on their colleagues that have already been on the course. Megan also notes that the teachers wonder why the Clinic has not come earlier to improve their practices and views this as a sign that there is no resistance to the training and the teachers do not view the practices as American.
Implications / Key Findings:	Easier for practices to be adopted if they are embraced and not viewed as imposed.

**Article 9**

Name of Newspaper:	Daily News
URL:	<a href="http://www.dailynews.gov.bw/news-details.php?nid=25290">http://www.dailynews.gov.bw/news-details.php?nid=25290</a>
Country of Publication:	Botswana
Date of Publication:	16 December 2015
Title of Article:	Stepping Stone Preaches Child Protection
Topic Category:	Advocacy
Summary of Article:	This article is about the advisory and advocacy work SSI is involved in. It discusses the 'Gaining Traction by Action Project' in which SSI, through funding from the European Union, undertook research to identify the gaps in service provision in handling child sexual abuse and exploitation, did a policy review of laws affecting child protection and made a 10-point recommendation document that can assist in addressing issues as early as possible. Mr Chirwah Mahloko, the Human Rights and Child Protection coordinator at SSI, explains the process that was followed in the project that included researching legislative policy and a case study analysis. The purpose of the research was to inform SSI's planning and interventions towards child sexual abuse.
Implications / Key Findings:	SSI is involved in programmes that cater to the youth. In its Child Protection advocacy work, it is taking its involvement one step further and fighting for the rights of the people/youth it represents as an NGO.

**Article 10**

Name of Website:	Gabz FM
URL:	<a href="https://www.gabzfm.com/index.php/gabzfm-news-details/id/1048/stepping-stones-international,-hashtag-i-shall-not-forget-movement-hold-a-media-and-child-protection-training/">https://www.gabzfm.com/index.php/gabzfm-news-details/id/1048/stepping-stones-international,-hashtag-i-shall-not-forget-movement-hold-a-media-and-child-protection-training/</a>
Country of Publication:	Botswana
Date of Publication:	13 September 2019
Title of Article:	Stepping Stones International, Hashtag I Shall-Not Forget-Movement hold a Media and Child Protection Training
Topic Category:	Advocacy
Summary of Article:	This article is about the training given by SSI to media practitioners in Botswana to help them understand the different aspects of child protection so that they can report sensitively on these issues and inform the nation fairly and accurately.
Implications / Key Findings:	SSI recognised the importance of engaging and educating the media to assist it in its advocacy efforts.

## APPENDIX E: CSR SEMI-STRUCTURED INTERVIEW GUIDE

**Title of Research Project:** Assessing the Possibility of Mandating CSR in Botswana: The Case of NGOs and Corporate Partnerships

**Name of Principal Investigator:** Elaine T. Lekaukau, Masters in Research and Public Policy Student, University of Botswana

**Phone Number of Principal Investigator:** +267 72302335

**Supervisor:** Dr Thekiso Molokwane,  
[thekiso.molokwane@mopipi.ub.bw](mailto:thekiso.molokwane@mopipi.ub.bw)

---

### General

a. Position

Manager	
Supervisor	
Employee	

b. Years working for organisation

0-5 years	
5-10 years	
>10 years	

c. Gender

Male	Female

d. Nationality

Motswana	Other

### Interview

1. What is the name of your NGO?
2. Where is your NGO incorporated?



3. How long have you been operating for?
4. How many employees does your NGO have in total?
5. Where in Botswana does your NGO operate?
6. What does your NGO do?
7. How would you define corporate social responsibility?
8. In your opinion, what does it mean to Botswana companies to be socially responsible?  
What do you think their goals are?
9. How would you design a CSR programme for corporates?
10. In your opinion, do you think there is a need for corporates to have a dedicated CSR team?  
If your response is no, do you think the NGOs in Botswana have the capacity and capability to run CSR projects on behalf of corporates?
11. In your opinion, do Botswana companies: A. Prefer to engage in CSR projects on their own? B. Prefer to donate to specific causes? C. Seek CSR partnerships with NGOs?
12. If Botswana companies wish to invest money in CSR projects, how do you, as an NGO, find out?
13. How would you define a partnership?
14. Does your NGO have any CSR project partnerships with local companies? If so, how many and for how long have you had these partnerships?
15. How long does it usually take to finalise the CSR partnerships' details from when you first interact with the company or are approached by the company? Are these CSR partnerships temporary or permanent in nature?
16. How do you evaluate the performance of projects as an NGO? Do you look at outputs, outcomes, and impact? How easy is it to measure outputs, outcomes, and impact? If you do not measure them, why not? Do you use internal and/or international indicators?
17. Within your partnerships, do you and the corporate evaluate the programmes you run?  
What methodology do you use?
18. Do you think the government gives companies sufficient incentives for them to engage in CSR? If your answer is no, then how could the incentives be improved? If the incentives were improved, do you think companies would increase CSR expenditure?
19. Are you aware that there are five tax incentives in Botswana's Income Tax Act relating to CSR? For example, section 51 gives tax credits to companies that donate to education and sporting institutions.
20. What are your challenges with funding?

21. Do you think the government of Botswana should mandate CSR? Please give reasons for your answer.
22. Any other issues?

**Thank you for participating in this interview. Your input is greatly appreciated.**

## APPENDIX F: KAEDI YA POTSOLOTSO E PHUTHULOGILENG YA BOIKARABELO JWA DIKGWEBO MO SECHABENG

**Setlhogo sa patisiso:**

Go seka seka kgonagalo ya go pateletsa boikarabelo jwa dikgwebo mo sechabeng mo Botswana: Kgang ya mekgatlho e e seng ya puso le ditirisanommogo tsa dikgwebo.

**Leina la mmatisisi mogolo:**

Elaine T. Lekaukau, moithuti wa Masters in Research and Public Policy, Yunibesithi ya Botswana

**Mogala wa mmatisisi mogolo:**

+267 72302335

**Morutuntshi:**

Dr Thekiso Molokwane,

[thekiso.molokwane@mopipi.ub.bw](mailto:thekiso.molokwane@mopipi.ub.bw)

### **Dipotso kakaretso**

a. Maemo

Motsamaisi	
Mookamedi	
Mmerekhi	

b. Dingwaga tsa go direla mokgatlho

0-5	
5-10	
>10	

c. Bong

Monna	Mosadi

d. Letso

Motswana	Ba bangwe

## **Potsolotso**

1. Mokgatlho wa lona o bidiwa mang?
2. Mokgatlho wa lona o kwadisitswe kae?
3. Mokgatlho o na le lebaka le le kahe o ntse o dira?
4. Palogotlhe ya babereki ba mokgatlho ke bokahe?
5. Mokgatlho wa lona o direla kae mo Botswana?
6. O itebagantse le go dira eng mokgatlho o wa lona?
7. O ka tlhalosa boikarabelo jwa dikgwebo mo sechabeng o reng?
8. Go ya ka wena go raya eng mo dikgwebong tsa Botswana go nna le boikarabelo mo sechabeng? O akanya gore maikaelelo a dikgwebo tse ke eng mabapi le kgang e?
9. Le ka rulaganya jang lenaneo la boikarabelo jwa dikgwebo mo sechabeng la dikgwebo?
10. Go ya ka wena a dikompone tsa mono di tlhaga go dirisa madi mo ditirong tsa boikarabelo jwa dikgwebo mo sechabeng?
11. Fa e le gore dikompone tsa mono di tlhaga go dirisa madi mo ditirong tsa boikarabelo jwa dikgwebo mo sechabeng, lona le le mokgatlho o e seng wa puso le ya go itse jang ka se?
12. Go ya ka wena a dikompone tsa mono di: A. Itlhophela inakanya le boikarabelo jwa dikgwebo mo sechabeng ka bo tsona? B. Itlhophela go abela madi/ntshetsa dithuso dikgang tse di faphegileng? C. Senka ditirisanommogo tsa boikarabelo jwa dikgwebo mo sechabeng le mekgatlho e e seng ya puso?
13. O ka tlhalosa tirisanommogo o reng?
14. A mokgatlho wa lona o na le dipe ditirisanommogo tsa ditiro tsa tsa boikarabelo jwa dikgwebo mo sechabeng le dikompone tsa mono? Fa e le gore go ntse jalo ke dikompone di le kafe e bile ditirisanommogo tsa go nna jalo di na le lebaka le kafe di le teng?
15. Go le ga ntsi go tsaya nako e kahe go feleletsa dintlha tsa ditirisanommogo tsa boikarabelo jwa dikgwebo mo sechabeng go tswa nako ya ntlha le kopana le kompone kgotsa go tswa ka nako e kompone simolotseng dipuisano le lona? A ditirisanommogo tse ke tsa nako e khutshwane kgotsa ke tsa se nnela ruri?
16. Mokgatlho wa lona o seka seka jang tswelelopele mo tirong? A le lebelela tse di dirilweng go bonala? Go bonolo go le kahe go meta maduo a? Fa ele gore ga le kale maduo, ke ka go reng? A le dirisa sekale kgotsa kaedi ya mofatshefatshe kgotsa le dirisa ya mokgatlho wa lona fela?
17. Mo ditirisanommogong tsa lona, a le seka seka mananeo a le a tsamaisang lona le le mokgatlho le dikgwebo tse le dirisanang mmogo le tsona? Tshakatsheko e le e dira jang?

18. A o akanya gore puso e neela dikompone thotloetso e lekaneng gore di ka inakanya boikarabelo jwa dikgwebo mo sechabeng? Fa ele gore karabo ya gago ke nnya, jaanong dithotloetso di ka tokafadiwa jang? Fa dithotloetso di ne di le botoka, o akanya gore dikompone di ne di tlaa oketsa madi a di a dirisang mo boikarabelo jwa dikgwebo mo sechabeng?
19. A o na le kitso ya gore go na le dithotloetso di le tlhano tse di amanang le lekgetho tse di fitlhelwang mo bukaneng ya molao wa makgetho wa Botswana di itebagantse le boikarabelo jwa dikgwebo mo sechabeng? E le sekai, tshetla ya masome matlhano le bongwe e fa dikompone tse di abelang dikole tsa thuto le tsa metshameko dipoelo tsa lekgetho?
20. Le kopana le dikgwetlho di fe mo go boneng madi?
21. A o akanya gore puso ya Botswana e tshwanetse ya pateletsa dikgwebo go nna le seabe mo boikarabelo jwa dikgwebo mo sechabeng? Ke kopa o fe mabaka a karabo ya gago.
22. A go na le sepe gape se o eletsang go se latlhela?

**Re lebogela gore o bo o tsere karolo mo potsolotsong e. Re itumelela seabe sa gago go menagane.**

## APPENDIX G: CSR INDIVIDUAL INTERVIEW GUIDE

**Title of Research Project:** Assessing the Possibility of Mandating CSR in Botswana: The Case of NGOs and Corporate Partnerships

**Name of Principal Investigator:** Elaine T. Lekaukau, Masters in Research and Public Policy Student, University of Botswana

**Phone Number of Principal Investigator:** +267 72302335

**Supervisor:** Dr Thekiso Molokwane,  
[thekiso.molokwane@mopipi.ub.bw](mailto:thekiso.molokwane@mopipi.ub.bw)

---

### General

a. Age

18	19	20	21	22	23	24	25

b. Gender

Male	Female

c. Nationality

Motswana	Other

d. Education

Primary	
Secondary	
Tertiary	

e. Employment

Employed	
Looking	
Unemployed	

### **Interview**

1. How did you find out about Stepping Stones International (SSI)?
2. Which programme/s did you participate in at SSI?
3. Did you have to apply to join the programme/s? What was required of you?
4. For how long were you in the programme/s?
5. What did you think of the programme/s?
6. What do you think could have been improved about the programme/s if anything at all?
7. Would you recommend the programme/s to anyone else?
8. Was there a difference in your life after participating in the SSI programme/s?
9. Please tell us more about yourself. For example, how many children are in your family, who do you live with, does your parent or guardian work and so on?
10. Anything else you would like to share?

**Thank you for agreeing to be interviewed. Your input is greatly appreciated.**

## APPENDIX H: KAEDI YA POTSOLOTSO YA BOIKARABELO JWA DIKGWEBO MO SECHABENG

**Setlhogo sa patisiso:** Go seka seka kgonagalo ya go pateletsa boikarabelo jwa dikgwebo mo sechabeng mo Botswana: Kgang ya mekgatlho e e seng ya puso le ditirisanommogo tsa dikgwebo.

**Leina la mmatisisi mogolo:** Elaine T. Lekaukau, moithuti wa Masters in Research and Public Policy, Yunibesithi ya Botswana

**Mogala wa mmatisisi mogolo:** +267 72302335

**Morutuntshi:** Dr Thekiso Molokwane,  
[thekiso.molokwane@mopipi.ub.bw](mailto:thekiso.molokwane@mopipi.ub.bw)

### Dipotso kakaretso

a. Dingwaga

18	19	20	21	22	23	24	25

b. Bong

Monna	Mosadi

c. Letso

Motswana	Ba bangwe

d. Dithutego

Tse di potana	
Tse di fa gare	
Tse di kgolwane	



e. Tiro

Ke a bereka	
Ke senka tiro	
Ga ke bereke	

**Potsolotso**

1. Go tile jang gore o itse ka Stepping Stones International (SSI)?
2. Ke dithutuntsho di fe tse o di dirileng ko SSI?
3. A o ne o tshwanelwa ke go tsenya kopo gore o dire dithutuntsho tseo? Go ne go lopiwa eng mo go wena?
4. O tsere nako e kahe o dira dithutuntsho tse?
5. O ne o ikutlwa jang ka dithutuntsho tsa teng?
6. Go ya ka wena, fa ele gore go ne go tlhokega, tokafatso e e neng e ka dirwa mo dithutuntshong tsa teng ke efe?
7. A o ka gakolola motho yo mongwe go tsenelela dithutuntsho tse?
8. A go nnile le phetogo mo botshelong jwa gago morago ga o dira dithutuntsho tsa kwa SSI?
9. Re kopa o re bolelele go feta ka ga wena. Sekai, palo ya bana kwa ga lona, o nna le mang ko lapeng, a motsadi kgotsa mothokomedi wa gago o a bereka, le tse dingwe fela jalo?
10. A go na le sengwe gape se o eletsang go se arogana le rona?

**Re lebogela gore o bo o tsere karolo mo potsolotsong e. Re itumelela seabe sa gago go menagane.**

## **APPENDIX I: INFORMED CONSENT FORM**

**PROJECT TITLE:**           **ASSESSING THE POSSIBILITY OF MANDATING CORPORATE SOCIAL RESPONSIBILITY IN BOTSWANA: THE CASE OF NON-GOVERNMENTAL ORGANISATION'S AND CORPORATE PARTNERSHIPS**

**Principal Investigator:** Elaine Thandeka Lekaukau  
Masters in Research and Public Policy Student  
University of Botswana  
Phone number: +267 72302335

### **What you should know about this research study:**

- My name is Elaine Thandeka Lekaukau and I am a graduate student at the University of Botswana pursuing a Masters in Research and Public Policy degree.
- I will be conducting a research study to investigate corporate funded programmes conducted by Stepping Stones International a non-governmental organization.
- We give you this informed consent document so that you may read about the purpose, risks, and benefits of this research study.
- You have the right to refuse to take part or agree to take part now and change your mind later.
- Please review this consent form carefully. If there is anything you do not understand please ask me to stop as we go through the information and I will take the time to explain it to you.
- There is no cost to you for participating in this study.
- Your participation is voluntary.

### **PURPOSE**

Poverty, lack of education and other social problems are difficulties that are facing many Batswana. The government of Botswana has tried for many years to lessen these problems but still they have a long way to go. Corporates in partnership with non-governmental organisations (NGOs) can help the government of Botswana by having programmes that help to improve the lives of Batswana. You are being asked to participate in this research study to share your experiences in corporate funded programmes conducted by Stepping Stones International. Feel free to be as honest as you possibly can on your views on the programme and whether it was of any benefit to you as this will help assist in determining whether these types of programmes are capable of improving the lives of Batswana. With the knowledge gained from you I hope this will be able to help to inform the government of Botswana on the benefits of

CSR and whether they should make it compulsory for companies to be involved in CSR projects.

## **PARTICIPANT SELECTION**

You were selected as a possible participant in this study because you

- Have participated in one of the Stepping Stones International (CSR) programmes in the past 5 years,
- Are between the ages of 18-25,
- Are either male or female,
- Are a citizen of Botswana,
- Are from a disadvantaged background.

Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

## **PROCEDURES**

I am asking you to help me learn more about the Stepping Stones International (CSR) programmes that you participated in. I am inviting you to take part in this research study. If you accept, you will be asked to take part in a telephone interview. I will be conducting the telephone interview in English; however, if you would prefer the interview in Setswana my colleague will conduct the interview. No one else will be involved in the interview unless if you would like someone else to also be a part of the interview. The information you provide is confidential. The interview will be audio recorded but if you would prefer for it to not be recorded then it will not be recorded, but it is advisable that the interview be recorded as it will be an accurate record of what you say and will reduce misinterpretations. During the interview no-one will be identified by name so as to protect your identity. The recording will be on a storage device that will be kept securely in my office in a locked cabinet. The information recorded is confidential and only the research supervisor and I will have access to the recording. The recording will be destroyed after twelve weeks when the data has been analysed to ensure that your confidential information is protected.

## **DURATION**

The research will take place over six months. During that time I will contact you to participate in a private telephonic interview of approximately 30 minutes in length between yourself and myself unless if you have also requested an additional person to be involved. Telephone interviews have been chosen to reduce contact as Botswana is currently grappling with the COVID 19 epidemic. In this telephonic interview I will request you to give your personal details such as your age, details of your participation in the SSI CSR programmes including, the length of time you were involved in the programmes, if the programme was of any benefit to you and any other

details that you would like to share. Please note that you do not have to answer any questions that you do not want to respond to. During the interview if you decide that you no longer wish to participate you are free to stop at any point. If you have any questions that you would like to ask during the interview or if there is something you do not understand please stop me and ask the question.

### **RISKS AND DISCOMFORTS**

This study is about your opinion on the Stepping Stones International (CSR) programmes. Questions that will be posed to you of a personal nature will be few and include enquiries on details about your age, gender, the number of children in the family, whether your parents or guardians are employed and who you live with. To the best of my knowledge, there will be no more risk of harm or discomfort than you would normally experience in daily life. However, if you feel uncomfortable answering any of the questions you do not have to answer them.

### **BENEFITS AND/OR COMPENSATION**

There will be no direct benefit or compensation paid to you for participating in this research study. Indirect benefits to you include contributing to the body of knowledge on CSR in Botswana, and in sharing your individual experiences this could benefit those individuals that wish to enroll in programmes such as these.

### **CONFIDENTIALITY**

The records from this study will be kept private. No names or other identifying information will be used when discussing or reporting data. I will safely keep all files and data collected in a secured locked cabinet in my office. Your name and other information that directly identifies you will be removed and replaced with a code. Only I will know what your code is. No one else will have access to this information. Once the data has been collected it will be destroyed after twelve weeks. By signing this form, you authorize the use and disclosure of the information you give during this research study for education, publication and/or presentation. None of these will be used for commercial use.

### **VOLUNTARY PARTICIPATION**

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with the University of Botswana, its personnel, and associated institutions. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty.

### **DISSEMINATION OF FINDINGS**

A written summary of the study findings will be emailed to you. Please feel free to comment on the study findings and correct or make suggestions where necessary. My email address is [mmafentse@gmail.com](mailto:mmafentse@gmail.com).

**AUTHORIZATION**

You are making a decision whether or not to participate in this study. Your signature indicates that you have read and understood the information provided above, have had all your questions answered, and have decided to participate.

Permission to audio record interview Yes / No  
*(Please circle the correct one)*

\_\_\_\_\_  
Name of Research Participant (please print) \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Research Participant \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Staff Obtaining Consent \_\_\_\_\_  
Date  
(Optional)

**YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP.**

If you have any questions concerning this study or consent form beyond those answered by the investigator, including questions about the research, your rights as a research participant; or if you feel that you have been treated unfairly and would like to talk to someone other than a member of the research team, please feel free to contact the Office of Research and Development, University of Botswana, Phone: Ms Dimpho Njadingwe on 355-2900, E-mail: [research@mopipi.ub.bw](mailto:research@mopipi.ub.bw), Telefax: [0267] 395-7573.

## APPENDIX J: FOMO YA TUMELELO KA KITSO

**SETLHOGO SA PATISISO: GO SEKA SEKA KGONAGALO YA GO PATELE TSA BOIKARABELO JWA DIKGWEBO MO SECHABENG MO BOTSWANA: KGANG YA DITIRISANOMMOGO GARENG GA MEKGATLHO E E SENG YA PUSO LE DIKGWEBO.**

**Mmatisisi mogolo:** Elaine Thandeka Lekaukau  
Moithuti wa Masters in Research and Public Policy  
Yunibesithi ya Botswana  
Mogala: +267 72302335

### **Se o tshwanetseng go se itse ka patisiso e:**

- Leina la me ke Elaine Thandeka Lekaukau ke moithuti wa dithuto tse di kgolwane kwa Yunibesithi ya Botswana ke ithutela digarata tsa Masters in Research and Public Policy.
- Ke tla be ke dira thuto patisiso go seka seka dithulaganyo tse di dueletsweng ke dikgwebo dingwe go diragatswa ke mokgatlho o e seng wa puso wa Stepping Stones International.
- Re go neela mokwalo o wa tumelelo ka kitso gore o bale ka maikaelelo, diphatsa, le dipoelo tsa patisiso eno.
- O na le tshwanelo ya go gana go tsaya karolo, kgotsa go dumela go tsaya karolo kwa tshimologong mme morago o fetole mogopolo ka seo.
- Tswee tswee kanoka fomo e ya tumelelo ka kelotlhoko. Botsa dipotso dipe fela pele o ka tsaya tshwetso.
- Ga o kake wa nna le ditshenyegelo dipe ka go tsaya karolo mo patisisong e.
- Go tsaya karolo ga gago ke ga boithaopo.

### **MAIKAELELO**

Botlhoki, ga tilhela thuto le mathata a mangwe a selegae ke dikgwetlho tse di lebaneng Batswana ba le ba ntsi. Puso ya Botswana e tswa kgakala e leka go fokotsa mathata a, mme go santse go le go ntsi mo go ka dirwang. Tirisanommogo magareng ga dikgwebo le mekgatlho e e seng ya puso, e ka thusa puso ya Botswana ka go nna le dithulaganyo tse di thusang go tokafatsa matshelo a Batswana. O kopiwa jaana go tsaya karolo mo patisisong e, go arogana itemogelo ya gago mo dithulaganyong tse di dueletsweng ke dikgwebo dingwe go diragatswa ke mokgatlho o e seng wa puso wa Stepping Stones International. Gololesega go bua boammaruri ka fa o ka kgonang

ka teng ka maikuto a gago mabapi le thulaganyo ya go nna jalo le gore aa e ile ya go tswela mosola, se se tlaa thusa mo go boneng gore a gone dithulaganyo tsa mofuta o di na le bokgoni jwa go tokafatsa matshelo a Batswana. Ka kitso e e tswang mo go wena ke solofela gore se se tlaa kgona go itsese puso ya Botswana ka bomosola jwa BDS le gore aa puso e ka dira gore dikgwebo di tlamege go nna le seabe mo ditirong tsa BDS.

### **GO TLHOPHIWA GA BATSAYA KAROLO**

O tlhophilwe jaaka mongwe yo o ka nnang tsayang karolo mo patisisong e ka gore;

- Mo dingwageng tse tlhano tse di fetileng o kile wa tsaya karolo mo lengweng la mananeo a BDS a Stepping Stones International (SSI).
- Dingwaga tsa gago di fa gare ga lesome le boroba bobedi le masome a mabedi le botlhano,
- O ka tswa o le motho wa rre kgotsa o le motho wa mme
- O Motswana
- O tswa mo seemong se se kwa tlase sa itsholelo.

Pele fa o baya fomo e monwana, tswee tswee botsa dipotso ka dintlha dipe tsa patisiso e tse o sa di tlhaloganyeng. O ka tsaya nako yotlhe e tlhokegang go akanya pele ka yone.

### **DITSAMAISO**

Ke go kopa gore o nthuse go itse go le go ntsi ka dithulaganyo tsa BDS tsa ko Stepping Stones International tse o tsereng karolo mo go tsone. Ke go laletsa go tsaya karolo mo thuto patisisong e. Fa o dumela, o tlaa kopiwa go dira potsolotso mo mogaleng. Ke tlaa bo ke dira potsolotso e ka puo ya Sejatlhapi; legale, fa o eletsa gore e diriwe ka Setswana, mongwe ka nna o tla e dira mo boemong jwa me. Ga go na go nna le ope gape yo o tla nnang teng mo potsolotsong e, fela fa e se wena o batlang motho mongwe a nna teng. Kitsiso e o tla e fang e sephiri. Potsolotso e tla kapiwa ka sekapa mantswe, mme fa e le gore ga o batle go nna jalo ga e kake ya kapiwa, mme fela go rotoediwa gore potsolotso e gatisiwe go tlhomamisa gore kgatiso e e nnang teng ke mafoko a gago jaaka a builwe e bile se se thusa gore mafoko ao a seka a latlhegelwa ke bokao. Mo potsolotsong e ga go na go umakwa maina a ga ope e le tsela ya go go sireletsa. Kgatiso ya mantswe e tla bewa mo teng ga koboto e lotlelwang mo ofising ya me. Kgatiso ya kitsiso e bofitlha, e bile ke nna fela le morutintshi wa dipatisiso ba re tlaa nnang le tshiamelo ya go e fitlhelela. Morago ga dibeke di le lesome le bobedi kgatiso e, e tlaa senyakiwa morago ga e sekasekiwa, se e le go rurifatsa gore tsotlhe tse o di sedimositseng ka ga wena di sireletsegile.

### **BOLEELE JWA NAKO**

Patisiso e e tlaa dirwa mo nakong ya dikgwedi di le thataro. Mo nakong eo ke tlaa ikgolaganya le wena gore o tseye karolo mo potsolotsong mo mogaleng magareng ga

wena le nna mo nakong ya selekanyo sa masome a meraro a metsotso fa e se fela fa o ka kopa gore go nne le motho yo mongwe gape mo potsolotsong e. Go kgethilwe gore potsolotso e dirwe mo mogaleng e le tsela ya go fokotsa kamano ya batho jaaka lefatshe la Botswana le mekamekane le leroborobo la COVID-19. Mo potsolotsong e, ke tlaa kopa gore o ntshe dintlha ka ga gago di tshwana le dingwaga tsa gago, dintlha ka go tsaya karolo ga gago mo mananeong a BDS a kwa SSI go akaretsa lebaka le o le tsereng o dira mananeo a go nna jalo, le gore aa lenaneo le ne la go tswela mosola, mo godimo ga moo o ka ama le dintlha tse dingwe tse o ka eletsang go di kgaogana le. Tswee tswee itse gore ga o tlamege go araba dipotso dipe fela tse o sa batlang go di araba. Fa o ko ikutlwa gore ga o sa tlhole o batla go tsaya karolo potsolotso e ntse e tswetse o gololesegile go emisa ka nako nngwe le nngwe. Fa o na le dipotso dipe tse o batlang go di botsa mo potsolotsong kgotsa go na le sengwe se o sa se tlhaloganyeng ka tswee tswee nkemise o mpotse potso ya go nna jalo.

### **DIPHATSA LE MATSHWENYEGO**

Patisiso e ke ka ga maikutlo a gago mabapi le dithulaganyo tsa BDS kwa Stepping Stones International. Dipotso tse di tla botswang ka ga gago di tla bo di se di ntsi mme ebile di tla ama dintlha ka dingwaga tsa gago, bong, palo ya bana mo lelwapeng la gaeno, gore batsadi kgotsa batlhokomedi ba gago baa bereka le gore o nna le mang. Mo kitsong yame, ga go na go nna le diphatsa dipe fa go dirwa dipatisiso tse, kwa ntle ga se se tlwaelesegileng mo botshelong jwa letsatsi le letsatsi. Le fa go ntse jalo, fa o ka ikutlwa o sa phuthologa go araba dingwe tsa dipotso ga o patelesege go di araba.

### **DIPOELO LE/KGOTSA PHIMOLOKELEDI**

Ga go na go nna le dipoelo ka tlhamalalo kgotsa phimolokeledi e o tla e duelelwang go tsaya karolo. Dipoelo tse di ka nnang teng di tshwana le go nna le seabe ga gago mo go kgobokanyeng dikitsa tsa BDS mo Botswana, gape le mo go aroganeng boitemogelo jwa gago se se ka tswela mosola batho ba ba eletsang go tsenelela dithulaganyo tsa go tshwana le tse.

### **BOSEPHIRI**

Mekwalo yotlhe ya patisiso e e tlaa fitlha. Ga go na maina kgotsa tshedimosetso e ka senolang motho e e tlaa dirisiwang fa go buisanwa kgotsa go begwa pego ya patisiso eno. Ke tlaa boloka fa go babalesegileng teng mekwalo yotlhe ya patisiso mo kobotong e e babalesegileng e e lotlelwang mo teng ga ofisi ya me. Leina la gago le kitsiso epe e e ka go senolang ka tlhamalalo di tlaa ntshiwa mme tsa emisediwa ka mafoko aa bofitlha. Ke nna fela ke tlaa itseng bokao jwa mafoko a, aa bofitlha. Ga go na ope gape yo o ka fithelelang kitsiso eno. Morago ga go dibeke di le lesome le bobedi, dikitsiso tsotlhe tse di kgobokantsweng di tlaa senngwa. Ka go baya monwana mo fomong e, o letlelela tiriso le tshenolo ya tshedimosetso e o tla e fang go dirisiwa mo thutong, kgatiso le/kgotsa mo dipuisanong. Ha go na sepe sa dilo tse se se tlaa dirisiwang go tsenya madi ka tsela epe fela.



## **GO ITLHAOPA GO TSAYA KAROLO**

Go tsaya karolo mo patisisong e ke ka tsela ya go itlhaopa. Fa o sa batle go tsaya karolo, tshwetso ya gago ga e na go ama kamano ya gago mo isagong le Yunibesity ya Botswana, badiri ba teng le mekgatlho epe fela e e amanang le Yunibesity. Mme fa o batla go tsaya karolo, o gololesegile gore nako nngwe le nngwe o ka boela morago tumelelo le go emisa go tsaya karolo ntle le kotlhao epe

## **PHATLALATSO YA DIPHITLHELELO**

Otlaa romelwa mokwalo wa tshoboko ya diphitlhelelo tsa patisiso e ka maranyane a email. Tswee tswee gololesega go akgela, go baakanya le go ntsha maikutlo a gago mabapi le mokwalo o. Aterese ya me ya email ke [mmafentse@gmail.com](mailto:mmafentse@gmail.com).

## **TETLELELO**

O tsaya tshwetso ya go tsaya karolo kgotsa go tlhoka go tsaya karolo mo patisisong e. Go baya monwana ga gago go supa gore o badile ebile o tlhalogantse kitsiso e e filweng fa godimo, le gore dipotso tsothe tse o neng o na le tsone di arabesegile, le gore o tsere tshwetso ya tsaya karolo.

Tetlelelo ya go kapiwa ga potsolotso ka sekapa mantswa Ee/Nnya  
(Tswee tswee agelela karabo e e maleba)

\_\_\_\_\_  
Leina la motsaya karolo (tswee tswee kwala fa)

\_\_\_\_\_  
Letsatsi

\_\_\_\_\_  
Monwana wa motsaya karolo

\_\_\_\_\_  
Letsatsi

\_\_\_\_\_  
Monwana wa mmereki yo o amogelang tumelelo  
(o ka ikgethela go kwala kgotsa nnya)

\_\_\_\_\_  
Letsatsi

## **O TLAA FIWA MORITI WA TUMELELO E GORE O E IPEELE.**

Fa ele gore o na le dipotso tse dingwe mabapi le patisiso e kgotsa fomo ya tumelelo ntle le tse di arabilweng ke mmattlisisi, go balelwa le dipotso ka ga patisiso e, dipotso tse di amang ditshwanelo tsa gago jaaka motsaya karolo; kgotsa fa o dumela gore ga o a tsewa sentle mme o eletsa go bua le mongwe yo e seng leloko la setlhopho sa patisiso, ka tswee tswee gololesega go ikgolaganya le ba ofisi ya Research and Development, University of Botswana, Phone: Ms Dimpho Njadingwe on 355-2900, E-mail: [research@mopipi.ub.bw](mailto:research@mopipi.ub.bw), Telefax: [0267] 395-7573.

# APPENDIX K: RESEARCH PERMIT APPLICATION FOR MINISTRY OF INVESTMENT, TRADE AND INDUSTRY



Office of the Deputy Vice Chancellor (Academic Affairs)

## Office of Research and Development

Corner of Notwane  
and Mobuto Road,  
Gaborone, Botswana

Pvt Bag 00708  
Gaborone  
Botswana

Tel: [267] 355 2900  
Fax: [267] 395 7573  
E-mail: [research@mopipi.ub.bw](mailto:research@mopipi.ub.bw)

UBR/RES/IRB/SOC/GRAD/300

3<sup>rd</sup> September 2020

The Permanent Secretary  
Ministry of Investment, Trade and Industry  
Private Bag 004  
Gaborone, Botswana

### RE: REQUEST FOR EXPEDITED REVIEW OF A RESEARCH PROPOSAL

**TITLE: "Assessing the Possibility of Mandating Corporate Social Responsibility in Botswana: The case of Non-Governmental Organisations and Corporate Partnerships."**

**RESEARCHER(S):** Elaine T. Lekaukau

Since it is a requirement that everyone undertaking research in Botswana should obtain a Research Permit from the relevant arm of Government, The Office of Research and Development at the University of Botswana has been tasked with the responsibility of overseeing research at UB including facilitating the issuance of Research Permits for all UB Researchers inclusive of students and staff.

I am writing this letter in support of an application for a research permit by the above-mentioned Principal Investigator who is pursuing a Degree of Master of Research and Public Policy in the Faculty of Social Sciences, University of Botswana. The main objective of this study is to find out the benefits of Corporate Social Responsibility (CSR) and its positive impact on the lives of the citizens of Botswana. The study findings may improve the understanding policy makers have of CSR in Botswana and to some extent convince them of the necessity to formulate a policy that mandates CSR and obliges corporates to partake in CSR.

The Office of Research and Development is satisfied with the process for data collection, analysis and the intended utilization of findings from this research and is confident that the project will be conducted effectively and in accordance with local and international ethical norms and guidelines.

Your kind and timely consideration of this application will be highly appreciated and we thank you for your usual cooperation and assistance.

Sincerely,

The Secretariat, University of Botswana Institutional Review Board  
Office of Research and Development

# APPENDIX L: REJECTION FROM MINISTRY OF INVESTMENT, TRADE AND INDUSTRY

TELEPHONE: 3601200  
TELEFAX: 3913209  
EMAIL: [mitipru@gov.bw](mailto:mitipru@gov.bw)  
WEBSITE: [www.miti.gov.bw](http://www.miti.gov.bw)



PRIVATE BAG 004  
GABORONE  
BOTSWANA

REPUBLIC OF BOTSWANA  
ALL CORRESPONDENCE MUST BE ADDRESSED TO  
THE PERMANENT SECRETARY

## Ministry of Investment, Trade and Industry

REFERENCE: TI 1/21/1 XVII (9)

14<sup>th</sup> October, 2020

Ms Elaine Thandeka Lekaukau  
P. O. Box 444AH Masa  
Gaborone

Dear Madam

### **APPLICATION FOR A RESEARCH PERMIT: ELAINE T. LEKAUKAU**

Your letter of request dated 3<sup>rd</sup> September, 2020 for an application of a Research Permit refers.

By copy of this letter, the Ministry of Investment, Trade and Industry (MITI) informs you that your application for a research permit to conduct research study titled "**Assessing the possibility of mandating Corporate Social Responsibility in Botswana: The case of Non-Governmental Organisation and Corporate Partnerships**" has been rejected.

The Ministry of Investment, Trade and Industry is not in a position to approve your application because your area of study does not fall under the domain of this Ministry.

To this end, you are advised to re-direct your application to the relevant Ministry being Ministry of Nationality, Immigration and Gender Affairs.

Thank you.

Yours faithfully

Gaoakanye Tapeng

**For/PERMANENT SECRETARY**

# APPENDIX M: RESEARCH PERMIT APPLICATION FOR MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT



Office of the Deputy Vice Chancellor (Academic Affairs)

## Office of Research and Development

Corner of Notwane  
and Mobuto Road,  
Gaborone, Botswana

Pvt Bag 00708  
Gaborone  
Botswana

Tel: [267] 355 2900  
Fax: [267] 395 7573  
E-mail: research@mopipi.ub.bw

UBR/RES/IRB/SOC/GRAD/300

20<sup>th</sup> October 2020

The Permanent Secretary  
Ministry of Local Government and Rural Development  
Private Bag 006  
Gaborone, Botswana

### RE: REQUEST FOR EXPEDITED REVIEW OF A RESEARCH PROPOSAL

**TITLE:** "Assessing the Possibility of Mandating Corporate Social Responsibility in Botswana: The case of Non-Governmental Organisations and Corporate Partnerships."

**RESEARCHER(S):** Elaine T. Lekaukau


Since it is a requirement that everyone undertaking research in Botswana should obtain a Research Permit from the relevant arm of Government, The Office of Research and Development at the University of Botswana has been tasked with the responsibility of overseeing research at UB including facilitating the issuance of Research Permits for all UB Researchers inclusive of students and staff.

I am writing this letter in support of an application for a research permit by the above-mentioned Principal Investigator who is pursuing a Degree of Master of Research and Public Policy in the Faculty of Social Sciences, University of Botswana. The main objective of this study is to find out the benefits of Corporate Social Responsibility (CSR) and its positive impact on the lives of the citizens of Botswana. The study findings may improve the understanding policy makers have of CSR in Botswana and to some extent convince them of the necessity to formulate a policy that mandates CSR and obliges corporates to partake in CSR.

The Office of Research and Development is satisfied with the process for data collection, analysis and the intended utilization of findings from this research and is confident that the project will be conducted effectively and in accordance with local and international ethical norms and guidelines.

Your kind and timely response to this application will be highly appreciated and we thank you for your usual cooperation.

Sincerely,

  
The Secretariat, University of Botswana Institutional Review Board  
Office of Research and Development



# APPENDIX N: APPROVAL FROM MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

TELEGRAMS: MERAPE  
Telephone: 3658400  
Fax: 3902263/1559



REPUBLIC OF BOTSWANA

Ministry of Local Government  
& Rural Development  
Private Bag 006  
Gaborone  
BOTSWANA

Ref Number CLG 14/14/3/1 II ( )

11/4/, 2020.

Mrs. Elaine Thandeka Lekaukau  
Plot 16588, Mhatane Crescent, Phase 1,  
Gaborone West

Dear Madam,

## RE: RESEARCH PERMIT

This serves to acknowledge your application for a research permit in order to undertake a study on: Assessing The Possibility Of Mandating Csr In Botswana: The Case Of Ngos And Corporate Partnerships

We are pleased to grant you a permit. This permit is valid for a period of one (1) month commencing on **11/4/ 2020** to **11/4/2021**– and it is granted subject to the following conditions:

1. Copies of the final product are to be directly deposited with the Ministry of Local Government and Rural Development, Private Bag 006, Gaborone, and the Office of The President at Private Bag 001, Gaborone, Botswana.
2. The permit does not give you authority to enter any premises, private establishment or protected areas. Permission for such entry should be negotiated with those concerned.
3. You conduct your documentary according to particulars furnished in the application you submitted taking into account the above conditions.
4. Failure to comply with any of the above stipulated conditions will result in the immediate cancellation of the permit.

Yours Faithfully,

.....  
K. Mathabathi  
/For Permanent Secretary- MLGRD