

UNIVERSITY OF KWAZULU-NATAL

**Exploring Road Accident Fund's corporate social responsibility
and investment in KwaZulu- Natal**

By

Lindiwe Agnes Mkhize

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Supervisor: Dr Nomkhosi Luthuli

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I Lindiwe Agnes Mkhize declare that:

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Abstract

It is over two decades since the election of a free democratic government in the Republic of South Africa (RSA). However, despite many strategies and policies adopted by government, SA remains economically and socially fragmented, where the first and fourth worlds coexist (Babarinde, 2009). Because RSA faces challenges of poverty, unemployment and inequality, CSR is well poised to contribute to social upliftment where the quality of life of ordinary citizens may be improved. This study argues that CSR is a critical catalyst for social change and social change in SA. However, there is a dearth of literature on the nature of CSR in public entities like the RAF, meaning that CSR in RSA has mostly focused only on CSR within the business sector that is why it is important to close the gap through this study. The aim of this study was to explore the Road Accident Fund's corporate social responsibility and investment in KwaZulu-Natal. This is a qualitative study undertaken through the social constructivist paradigm. The sample size is 15 participants. The sampling method used to select participants is purposive sampling. Data was collected utilising telephone interviews in line with COVID-19 pandemic protocols. Thematic data analysis was utilised to analyse data. The findings are discussed and categorised under the following themes: *Promotion of human dignity and human rights; Focus on health, education, skills development and special projects; Gate-keepers and limited CSR budget as a challenge and limited monitoring and evaluation focus*. This study hopes to contribute to CSR literature and practice in South African public entities.

Keywords

Public entities, CSR, constructivist theory, RAF.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction and background

It is over two decades since the election of a free democratic government in the Republic of South Africa (RSA). However, despite many strategies and policies adopted by government, SA remains economically and socially fragmented, where the first and fourth worlds coexist (Babarinde, 2009). Because RSA faces challenges of poverty, unemployment and inequality, CSR is well poised to contribute to social upliftment for all citizens. According to Stats SA (2019) income and wealth distribution in the RSA remains among the most unequal in the entire world, with a racial dimension to it. Corporate leaders and CSR staff are placed in a better position of being able to provide a road map on how they can make a difference in South Africa despite the current distressed economic difficulties.

Accordingly, CSR may be defined as the obligation toward society assumed by business.

This study intends to explore the Road accident fund's CSR and investment in KwaZulu-Natal. The Road Accident Fund is a public body that provides cover to all South African roads users who sustain injuries or die as a result of motor vehicle accidents. The Road accident Fund compensate the injured party for damages suffered as a result of the injuries sustained during the accident. The compensation can be in the form of cash. Firstly it maybe for the general damages, which is for pain and suffering, secondly, past medical expenses, these are expenses incurred while receiving medical treatment for injuries sustained during the accident. Thirdly, it may also be for future medical expenses, for this head of damages the injured party is issued with a certificate which is used for the rehabilitation of the injured party. The injured party gets treatment including procedures and admission to hospitals, as long as the treatment is clinically appropriate, the Road Accident Fund compensates the injured or the third party for costs incurred using the gazetted tariffs. The fourth head of damage is the loss of earnings, where the injured is compensated an amount which is very close to what he would have earned but for the accident. The Road Accident Fund also have the death benefit where the beneficiaries of the deceased are paid the loss of support and funeral expenses if the injured dies as a result of the accident.

1.2 Problem statement

This study is important as it highlights how RAF plays a critical role in social upliftment that is essentially, assisting government where it falls short. South Africa is experiencing shrinking social spending resulting from slow economic growth in the country, inflation and economic downgrades that have been pushing away foreign investments (Stats SA, 2019). This situation demands that all businesses, social partners, including companies like the RAF should work with government to tackle social, economic and environmental factors impacting RSA society. Failure to respond accordingly will result in a more unequal society economically where social ills will thrive. Studies by Freed (2017); Wahba and Elsayed (2015) have documented the role and impact of CSR driven by South African businesses. A gap in the literature exists pertaining to CSR initiatives driven by public sector entities like the RAF. Additionally, there is scarcity of CSR literature within public sector entities in RSA and therefore the need for this study to address this literature gap.

This study argues that the case of a multi-stakeholder model in dealing with social ills and challenges has become a necessity and this includes organisations getting involved through their CSR initiatives. The Road Accident Fund CSR programme is an amalgamation of social and environmental contribution towards society. Yet very little is known in terms of the impact of RAF CSR initiatives as a public sector entity and its impact on the triple bottom-line.

1.3 Aims and objectives

The objectives of this study are:

- To explore the nature of CSR within the RAF in KwaZulu-Natal.
- To examine the criteria for the selection of beneficiaries for CSR initiatives at the RAF.
- To investigate the challenges in implementing CSR initiatives at the RAF in KwaZulu-Natal.
- To assess monitoring and evaluation interventions that the RAF undertakes to ensure CSR project sustainability.

1.4 Research questions

The main research question for this study is;

What is the RAF's CSR and investment in KwaZulu-Natal?

Subsequently, the study asks the following questions;

- What is the nature of CSR within the RAF in KwaZulu-Natal?
- What is the criteria for the selection of beneficiaries for CSR initiatives at the RAF?
- What are the challenges to implementing CSR initiatives at the RAF in KwaZulu-Natal?
- What monitoring and evaluation interventions does RAF undertake to ensure CSR project sustainability?

1.5 Importance of the study

The most important contribution of the study lies in exploring CSR initiatives within public entities. The study will also contribute to CSR literature and practice in South African public entities like the RAF. This study maintains that CSR is the key catalyst in addressing current social ills and challenges facing South Africa today. This study will benefit the government as well as the organisation to improve where there is a gap based on the outcome of the study. It also stands to benefit people who may be potential beneficiaries, who may now get to know that they can reach out to organisations like RAF for support.

1.6 The structure of the study

Chapter One: introduces and provides the history of this research. Outlines the statement of the problem, the importance and finally gives objectives and the research questions that will be used in collecting data for this study.

Chapter Two: discusses international and local literature on CSR. Firstly, concepts used in the study are discussed. A discussion on RSA policy position for CSR follows. The chapter reviews literature on implementation of CSR by different countries, monitoring and evaluation of CSR initiatives. The chapter continues to outline themes so that gaps are identified. The theoretical framework adopted in this study is discussed together with literature on CSR. Next, justification for triangulating is provided. Corporate social performance, corporate citizenship theory, and the stakeholder theory as theoretical frames in this study are discussed.

Chapter Three: provides the plan for the research, the processes followed in order to understand Road Accident Fund's CSR and investment in KwaZulu-Natal. The chapter provides a discussion of the research design, methodological preferences, and their justification

is discussed. Lastly a discussion on trustworthiness and ethical considerations and limitations of the study is provided.

Chapter Four: discusses the findings coming up from what is presented in chapter five themes. In presenting data, this study draws from the literature reviewed and the theoretical framework.

Chapter Five: provides a summary of findings using the research questions that guided this study. Research questions were utilised as headings to outlay the discussion of findings. The chapter highlights what the study has contributed, the restrictions and effects of more research, then the concluding remarks are discussed.

1.7 Chapter summary

The chapter extensively summarises the study, then discusses the purpose, the background and the aim of the study. This was followed by a discussion on the problem statement, study purpose and the research questions. The key concepts were explained and how the dissertation is structured.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter critically discusses the international and local CSR literature. It begins with presenting a critical discussion on the history of CSR followed by a definition of CSR. A discussion of CSR theories follows, plus the dimensions of CSR. The nature of its implementation in BRICS countries is discussed. The study will also review implementation in the United States of America as the country that is viewed as a developed country. A discussion of the implementation in African countries will follow. The countries chosen from the African continent are Ghana and South Africa. Collaborative development in CSR followed by the role of government institutions in CSR will be discussed. Next, the chapter discusses the CSR legislative framework in South Africa. Challenges of implementing CSR are discussed followed by a discussion on monitoring and evaluation in CSR. The last part of this chapter summarises the chapter and identify the gaps in literature.

2.2 History of corporate social responsibility

According to Chatterjee and Debnath (2019), the term CSR has created a lot of attention among researchers, business entities in the last four decades in the developing and developed nations. This study acknowledges the fact that the concept of CSR is a highly contested one and there seems to be great ambiguity in its applications. Chatterjee and Debnath (2019) note that what adds to the contestations and ambiguity of CSR is the fact that it is diverse and multifaceted, its universal acceptability in a different form, countries have developed their agenda, their policies, and strategies to deal with tissues in the society a multiplicity of issues within the society. Popkova et al (2021) explains that there are existing tensions between local priorities and global expectations where developed countries dominate the CSR practice while ignoring local priorities of developing countries such as Africa, India and Brazil. Therefore, this study argues that CSR as envisaged by Western nations cannot be allowed to advance postcolonial agendas and domination that undermines and ignore contextual challenges that prevail in developing countries.

Hinson and Ndhlovu (2011) argues that global companies from western nations tend to impose CSR based on western norms and principles. Fatima and Elbanna (2022) concur when

emphasizing that current CSR arguments are driven by developed countries such that developing countries position of CSR are not sufficiently represented. These authors maintain that a few mechanisms enabled developing countries to advise and influence corporate practices and policies in the world. Faroque et al. (2023) argues that there is a great need for a CSR approach that will focus on how corporate responsibility can best address sustainable development and poverty eradication in developing countries.

According to Wayne (2017), the CSR is rooted in the mid-to-late 1800s, made popular by industrialists like Rockefeller and Bowen's book, *Social Responsibilities of the Businessman*. For Brin and Kharkiv (2019), CSR was introduced by Bowen through his book *Social Responsibilities of the Businessman*, initially published in 1953. Therefore, Bowen's book anchored the CSR concept where social and environmental responsibilities of corporations, focussed on social responsibility. Bowen further explained that CSR is a duty of businessmen to follow policies, to make those decisions, that are acceptable in terms of the societal objectives and values, (Brinand Kharkiv, 2019).

Wayne (2017) explains that CSR was and reinforced in the 1960s when the environmental movement was born. The globally accepted definition of CSR emerged in the 1970's which is Carrol's Pyramid of CSR. This Pyramid focuses on economic, legal, ethical and philanthropic responsibilities. Wayne, (2017) explains that the CSR was systematised with the guiding principles and corporate governance codes. In this study the researcher argues that CSR has a key role to play within the developmental agenda of South Africa.

Different scholars have argued that CSR can contribute immensely to sustainable development in many respects. For example, Hopkins (2016: 3) states, that CSR is a key business function, because it is a growing awareness of how to manage private sector economic activity to ensure profitable sustainability. Which means, if properly planned and executed, the CSR initiatives of corporations have positive spinoffs on the growth of the business organisations and communities. Oginni and Omojowo (2016: 3) note that, CSR broad scope can be merged into a sustainable development agenda. Therefore, this study views CSR as an essential element of business approach where organisations perform with a duty towards social and environmental concerns in their organisation's operations and relations with their stakeholders.

2.3 Defining corporate social responsibility

Jhawar and Gupta (2017) and Alizadeh (2022) argue that CSR has no universal definition, it has economic, social and environmental dimensions. Mohan (2020) defines CSR as the core of organisations road map expressing companies' responsibility towards social and environmental concerns. He explains that CSR is a mechanism for organisations to carry a variety of activities to support and address social problems.

Talpur et al. (2023) posit that CSR has different definitions in literature and business practice and as a result there exists a lack of consensus on the definition . Many authors writing about CSR concede that arriving at one CSR definition remains a challenge (Zhao et al, 2022; Siddique et al., 2023). For Carroll (1979:500) CSR comprises of the legal, ethical economic and what the society expects of organisations at that particular moment. According to Eid et al. (2023) , CSR is a fluid, dynamic and diverse concept that changes based on the context. Because CSR is not a static concept, rather, it is adaptable to change, this study argues that CSR should be relevant and responsive to its contextual issues and application. Sheehy (2015) states that defining CSR depends on the orientation from which one views it. The author maintains that when viewing CSR from a behavioural perspective, CSR could be referred to as corporate philanthropy. Akreimi, Gond and Swaen (2018), defines CSR as context-specific programmes and policies aimed at improving citizen's quality of life.

According to Mohan (2020: 1), CSR relate to make a contribution by donating money but it speaks of incorporating societal and moral practices into business strategies that help the consumers in building an optimistic brand image. This study adopts Mohan's (2020) definition of CSR, because CSR should not only be perceived as organisations making cheque donations to immediate communities.

2.4 Corporate social responsibility theories

Three theories that are relevant to this study are discussed in this section and that are well utilised in CSR literature and studies. These are corporate social performance, corporate citizenship and stakeholder theory.

2.4.1 Corporate social performance

According to Alfalih et al. (2022) and Ayton et al. (2022), CSR focuses on the behaviour of the organisation whereas Corporate Social Performance (CSP) is the result this behaviour. CSP is noticeable through investors' attention for topics like ethical and climate change issues

(Derchi et al.,2022). In this study CSR relates to how the Road Accident Fund as a public entity meets its responsibilities towards stakeholder groups (Fonseka and Richardson, 2023).

2.4.2 Corporate citizenship –political theory

Horner et al. (2022) posit that corporate citizenship, a derivative of Corporate Social Responsibility (CSR), has become a fundamental business practice through increased public expectations and demands placed upon industry conduct.in affording citizens with their rights. According to Clevenger (2022), corporate citizenship theory perceives the business as an institution for the society. Camilleri and Sheehy (2021) add that the term corporate citizenship is typically used to describe corporations in their socio-political role. For Matten and Crane (2005), there are different ways in which the role of the government and business in administering of the citizenship of individual rights transform. The first one is, a reaction to local challenges under which government pulls out from how the rights of citizenship are managed utilising privatisation and welfare reform. Secondly, with respect to local challenges where governments of first world countries never practised rights of citizenship. Thirdly, external pressures where management of citizenship privileges is beyond the scope of the state, which includes globalisation of the economy and global environmental matters.

2.4.3 Stakeholder theory

According to Freeman et al.(2021), this theory states that businesses have responsibilities that demand them to consider parties impacted by their operations. Bridoux and Stoelhorst (2022:798) explain that “stakeholder theory is a theory that explicitly incorporates an economic dimension (value creation), a social dimension (managing relationships) and a moral dimension (fairness)”. Wixley and Everingham (2010:163) explain that, acceptance of a range stakeholder, instead of shareholders, requires management of other stakeholders such as customers, suppliers, and employees, as well as the media.

This theory is seen as critical in this study because of its inclusiveness and involvement of all stakeholders. Freeman et al. (2021) explain that, the Stakeholder Theory positions CSR beneficiaries to be comprised of different beneficiaries such as staff, government, communities and Non-government organisations (NGOs). Attanasio et al. (2022) concludes that Stakeholder theory is a large body of knowledge that focuses on considering the interests of various stakeholders.

2.5 Dimensions of corporate social responsibility

Carroll (2016) developed a theory on how corporations interface with communities and the whole world, naming it Carroll's Pyramid of CSR. This theory comprised of four key components namely: economic responsibility, ethical responsible, legal responsibility and philanthropic responsibility as indicated in Fig.1 below.



Fig. 1. Carroll Pyramid for CSR Source: (Carroll 1991, p. 42)

According to Carroll (2016), economic responsibility is a commitment by an organisation to generate profit and has been positioned by Carroll at the bottom of the Pyramid as a base because of its importance in the sustainability of a business. Legal responsibility entails that businesses must comply with the laws. Ethical responsibility implies that organisations must be seen to be good citizens in communities where they operate.

Philanthropic responsibility refers to organisation's commitment to partake in social activities that are not prescribed by any law. It supports and is a sponsorship for communities. Carroll postulates that the CSR of an organisation should concurrently meet the organisation's economic, ethical, legal and philanthropic responsibilities (Carroll, 1991). Accordingly, Carroll's pyramid concludes that CSR represents a business opportunity for companies to attract financial resources (Kasradze and Machkhashvili, 2023).

2. 6 Implementation of corporate social responsibility across the world

According to Tan and Feng (2023), the majority of study on CSR and related topics is based on industrialized nations in North America and Europe . Bondy, Moon, and Matten (2012), explain that CSR is now taken lightly within Western societies. The study argues for more research that focuses on the way in which CSR is practised in western countries (Jamali and Karam, 2018). Muthuri, Moon and Idemudia (2012) state that CSR is spreading internationally. It has been found that the spread of CSR is organisationally linked or relevant culturally (Yin and Zhang, 2012). El Ghoul, Guedhami and Kim (2017) explain that the ingrained nature of CSR in national organisations creates a case for CSR being different from the dominant Western model in each context. CSR is therefore intended to have varying versions in each context (Ioannou and Serafeim, 2012).

Studying CSR in non-Western contexts present an opportunity for new context-based research, currently overlooked in CSR literature (Uba et al.,2023). This section discusses CSR in developed and developing countries, some of which are BRICS countries. According to Schaefer and Poffenbarger, (2014) the creation of BRICS is a potential case of an alliance formation which began as the BRICS states and later added South Africa as a member. They explain that the inclusion of South Africa in this alliance is demonstrative of growing economic powers and the belief among members that their grouping and cohesion in certain areas can expand their rights in international institutions. From the BRICS countries this study discusses the nature of CSR in Brazil, Russia, China and South Africa. They discuss the CSR initiatives, the challenges of the implementation, the beneficiaries of these initiatives and how these initiatives and projects are monitored to ensure sustainability. Szócs and Schlegelmilch (2020), state that countries may portray varying types of CSR with public CSR policy tool. CSR in the United States is guided by an organisation with restricted government interference, whereas governments in Europe are actively involved in driving CSR (Kim, 2022).

2.6.1 Implementation of corporate social responsibility in America

The United States of America which is located within the Northern hemisphere is regarded as one of the developed nations in the world with high CSR spending. According to Zein and Zein (2020), the CSR perspective is different in the United States because regulations vary from one state to the other as a federal republic. Idowu and Walters (2009) explain that CSR in the US has followed global transformation. CSR programmes in the US are spearheaded by organisations themselves (Wakefield et al., 2022). Therefore, the transformation of CSR

initiatives in the US stresses the importance of balancing power between organisations, stakeholders and civil society impacted by business (Faraque et al., 2023).

Zein and Zein (2020), explain a majority of US businesses are embracing environmentally friendly policies and products. According to Forte (2013) US businesses accept the USA ethical and social commitments. They accept the view that businesses bear economic, legal, ethical and discretionary obligations. Discretionary duty, according to Williams (2010), is the recognition that a company will voluntarily serve the community. According to Williams (2010), such dedication goes beyond financial, moral, and even legal obligations.

A comparative study on CSR conducted by Tripathi and Kaur (2022) in developing and developed countries revealed that countries favoured different motivating CSR principles. For example, these authors state that the U.S. firms presented social involvement as reflection of their core values. They further add that CSR is the catalyst in aligning financial growth with sustainable development. Cha et al. (2022) explains that the U.S. give to society through philanthropic programs.

2.6.2 Implementation of CSR in Brazil

Brazil is an emerging economy and the the world's fifth largest country which can contribute to research on improving projects of Corporate Social Responsibility developed by companies in emerging countries (Matsutani, 2022).. Formigoni et al. (2020) state that for Brazilian companies, Corporate Social Responsibility (CSR) is configured as an organizational challenge, due to its repercussion both inside and outside the company. Brazil is more urbanized and makes better use of its agricultural resources, strategically moving from importing oil to energy self-sufficiency positioning itself as an important petroleum exporter (Melo, 2022). Brazil is reviewed in this study because of its close association and economic links with South Africa through the BRICS alliance. Shlibfenbacher (2020), explains that the main focus of Brazil is to contribute to social development but is unable to resolve problems of poverty and social inequality.

Cazeri, Anholon, da Silva, Cooper, Goncalves, Fihlo and de Santa (2018), state that CSR in Brazil is largely superficially implemented. These authors maintain that activities associated with planning of CSR practices recommend integrated practices with management system and most lightly implemented so that poverty and inequality are improved. According to (Kazantseva, 2019) challenges in implementing CSR in Brazil are mainly caused by the fact

that Brazil follows a state-led market economy approach in its regulation process which relies more on the state to coordinate CSR activities in the country. Duarte (2010) contend that individual standards of managers could add to the formation and preservation of ‘CSR cultures’ in their organisations which means, organisational cultures concentrated on making sure that environmental and social sustainability.

2.6.3 Corporate Social Responsibility in China

Li and Change (2022) and Jiang and Wong (2016), explain that before the 1980s, business in China was based on a non-competition economic system. This means that all firms were owned by the state and were deemed as governmental sectors in supplying products and services to cater for societal needs. The old economic system had its challenges and as a result it was gradually replaced by a socialist market-oriented one established step by step during the period 1979-2000 (Jiang and Wong, 2016). The essence of the new system in China is that businesses survive by means of competition. Being profit-oriented translates to the fact that businesses normally give lower priority to the negative impacts they impose on society and the environment (Zhang and Mohammad, 2022).

According to Balsalobre-Lorente, Driha, Bekun, Sinha and Adedoy in (2020) the occurrence of COVID-19 has spread the virus also around the globe. These authors state that the economic assurance in the economy of the Chinese has therefore become less and seems to intensify stress financially. This is expected to upset the growth of the economy and trade activity. Hua and Wong (2020) state that the Chinese government adopted CSR during the reform period. They also mention that CSR serves as a useful mechanism to put pressure on foreign investors to harvest environmentally friendly products, encourage the welfare of workers and partake in philanthropic events. According to Hua and Wong (2020) Chinese businesses adopted Western CSR principles in order to improve their performance with strong CSR focus on education, health care and environmental protection.

Hua and Wong (2020) found that many firms in China support rural education and CSR plays an important role despite the fact that there still exist a number of challenges between corporations, schools and government in is far as the implementation of CSR. They mention that these challenges include a lack of CSR understanding in the public, no clear channels for corporations to contribute to society, and because of these challenges donors prefer helping needy people with whom they have a personal connection. Trust issues are also a challenge

and it hinders the implementation of CSR initiatives for example ensuring that funds are channelled in full to the needy students and the lack of a healthy relationship between NGO's, local government and corporations in order to improve efficiency in utilising resources in rural education (Hua and Wong, 2020).

2.6.4. Implementation of corporate social responsibility in India

Jumde and Du Plessis (2022) explain that), CSR has been practised in India and has impacted all societal organisations for a very long time. For example, companies like Tata Steel have been instrumental in addressing societal challenges long before CSR terminology became prominent in India (Singh and Girdhar, 2022.). This shaped the image of the company where people began to view it more as societal organisation rather than a business entity (Sarka et al., 2022).

Uma and Uma (2021) explain that in India merchants and religious and ethnic groups were always involved in activities that uplift and care for communities. Koya, Ninitha, Roper and Juliet (2020) state that India is one of the first countries that made CSR mandatory to organisations. The above authors further posit that CSR Law in India holds the CSR committees liable for CSR outcomes. Koya, Ninitha, Roper and Juliet (2020) further explain that CSR law mandates that companies establish CSR policies and strategies that clearly define CSR spending, implementation and monitoring of CSR initiatives.

CSR studies in India (Monogna, 2021; Aparna and Amilan, 2022; Koya and Roper, 2022) explain that the image, profits and social involvement commitments motivates organisations to initiate CSR. Singh and Narwal (2012) argue that Indian organisations have guidelines that determine who become a CSR beneficiary. These authors explain that projects and communities that create a positive image for the organisation are always favoured. According to Arevalo and Aravind (2011), and Lee (2010), CSR in India takes a top down approach where executives determine and define the CSR agenda. This therefore means that the selection of beneficiaries remains influenced by top management ethics and organisational interests, hence targeting a particular type of beneficiaries.

Koya, Ninitha, Roper and Juliet (2020), found that according to Section 135 of the Companies Act, 2013 CSR activities in India favoured initiatives that placed attention on eradication of hunger, poverty, education, special education, entrepreneurship, gender equality, women

empowerment, preservation of the environment sports and rural development (The Companies Act, 2013).

2.6.5 Corporate social responsibility in African countries

In analysing CSR within an African context, Visser (2006, 37) used Carroll's pyramid to construct a diagrammatic representation in the way CSR manifests in an African perspective. The author contends that economic responsibilities in Africa, would receive the most prominence followed by philanthropy, legislative and ethical responsibilities.



Fig. 2 Source: (Visser 2006:37), Adaptation of Carroll's pyramid in the African context

According to Visser (2006:37), the fact that there is a scarcity of foreign direct investment, high joblessness rates, intractable poverty, made economic involvement of companies exceedingly valued by African governments and communities. The reason economic responsibility would therefore get the most emphasis on the African pyramid. Other factors affecting Africa and other developing countries that impact on CSR implementation include inefficient government organisations and high levels of corruption, as well as civil unrest (Preuss, Barkemeyer and Glavas, 2016).

The author maintains that in Africa philanthropy has become an expectation and a norm for companies operating on the continent. In order to improve the prospects of the communities where firms operate in Africa, philanthropy is thought to be the most direct strategy (Visser,

2006). Visser (2006:42), maintains that in looking at the place of legal responsibility on the African pyramid, hypothesises that in Africa legal responsibility has a lower importance when compared to most developed nations. The author attributed this to the underdeveloped, or often lack of, legal infrastructure which, when it does exist, lacks independence, resources and administrative competence. According to the author African governments' capacity for enforcement of law remains a serious constraint.

Visser (2006), in evaluating the place of legal responsibility on the African pyramid, hypothesises that in Africa legal responsibility has a lower importance when compared to most developed nations. The author attributed this to the underdeveloped, or often lack of, legal infrastructure which, when it does exist, lacks independence, resources and administrative competence. Visser (2006), cautions that African governments' capacity for enforcement of law remains a serious constraint.

CSR in Ghana is reported by Andrews (2016) to be a recent phenomenon. According to Andrews, (2016) while other countries have made CSR mandatory, there are countries that voluntarily do CSR initiatives of their choice. (Adomako and Nguyen 2020) demonstrate the significance of the previously underappreciated role of the firm's reputation in explaining when political connections could be advantageous for CSR activities. A study conducted in Ghana found that political influences have a negative bearing on the expenditure of the CSR This study makes the case that a company's reputation is a useful tool for influencing political networking relationships into higher CSR spending in a developing country. It also hypothesizes and tests the moderating effect of competitive CSR pressure on the relationship between political influences and CSR spending. Another study conducted in Ghana by Knight, Panda and Blanks on (2020), found that corporate image and service quality has an important relationship between CSR and the retention of customer, and that CSR makes the relationship stronger between customer value and service worth with that of corporate image, which leads to the retention of customers which is improved.

2.6.6 Corporate social responsibility in South Africa

South Africa is confronted with many socio-economic challenges which impact the business community. According to Babarinde (2009:364), government alone cannot tackle these challenges. According to Thomas (2014) there is a need for other stakeholders, particularly non-state actors, to become involved in working towards building a vibrant, secure and stable business environment which would translate into strong communities, which in turn, create

sustainable business opportunities. According to Rampersard (2015), companies need to take social responsibility more seriously by considering the interests of the general public and owning up to the effects of their actions on a variety of stakeholders and the environment.

According to Williamson and Symeou (2016) and Reddy (2016), since South Africa moved from the apartheid administration to a democratic rule, the promotion of socioeconomic development in the areas where they operate, as well as the expansion of corporate social responsibility, have led businesses worldwide, as well as in South Africa, to embrace CSR and start using it as a management tool. The government, as well as South African enterprises, have come to embrace CSR and have begun to use it as a management tool, for the promotion of socioeconomic development in the societies where they work, and also for the advancement of corporate social responsibility. Despite this commitment by companies in implementation CSR, South African communities continue to struggle with rising poverty, income inequality, rising crime rates and high levels of corruption, all of which have occasioned civil and labour unrest in the country (Preuss, Barkemeyer and Glavas ,2016:362).

This researcher is of the view that defining CSR beneficiaries is very important to determine CSR impact. According to Penn and Thomas (2017), clarifying beneficiaries may also be critical when conducting CSR impact research where the researcher will be able to target appropriate evidence. Corporate citizenship, also referred to as CSR, is the practice of a company being a "good neighbor" in the community where it operates (Triologue, 2018). This study posits that CSR beneficiaries are critical in determining whether the company is a good neighbour or not. Therefore, the question is: Who are the beneficiaries or recipients of CSR?

In South Africa CSR sees women as one of the key areas of development and who will sustain the nation (NDP,2011). A number of programmes and policies are planned to empower women as CSR beneficiaries (Triologue, 2018) from this section of the society to make development inclusive. Kim and Ferguson (2014), explain that CSR beneficiaries are usually determined by what social causes companies support such as environmental, public education, youth development or health-related causes. CSR beneficiaries in South Africa may include education (schools and learners), health programmes, enterprise development, women's empowerment, youth development and non-profit organisations (Triologue, 2018). According to Neil (2009), more attention should be placed on assisting the most vulnerable, and he claims that there is still a substantial gap between corporate actions and official accountability and fairness laws.

2.7 The concept of collaborative development

The significance of cross-sector collaboration ties is discussed in this section, along with measures that could help build and enhance trust in such links as part of the practice and application of CSR. Business activities will be crucial to the success of this transformation, but its full potential may only be realized through successful cross-sector social development relationships among organizations, entities, the government, and civil society. Organisations have the means to add, impact and funding. Beyond these, without the participation of government and civil society organizations, CSR creativity will lack the necessary experience and familiarity with program design and delivery (Dahan et al, 2010) No correlation was discovered between the strategies of the firms and the community's development objectives in one study of corporate investments in rural growth in India as part of CSR (Vastradmath,2015).

According to Jayaraman, D'Souza, and Ghoshal (2018), organizations must collaborate with civil society organizations in order to bring about significant social change. CSR, according to Tari (2011), is an ethical commitment to operate in a way that is both economically and environmentally sustainable while taking into account the wellbeing of all participants. If CSR means considering the welfares of all participants, this means that collaborative development should be at the core of CSR initiatives. It seems natural, therefore, that this study encourages greater collaboration between the public and private spheres as their objectives are often complementary. It is important to find an effective collaborative approach that helps to create collaboration instead of possible conflict amongst stakeholders so as to obtain benefits of the CSR strategy for all parties involved. (Du et al., 2010; Corus and Ozanne, 2012).

An important dimension of CSR is creating and maintaining relationships between companies and stakeholders. This means that cooperation between different stakeholders as a framework of implementing CSR may lead to collaborative development of communities where public entities, government and civil society combine their collaborative efforts to benefit all (Gawel, 2014). Working in collaboration with other delivery agents, such as the government, other corporations, or non-profit organizations, is the trend, according to Skinner and Mersham (2008), and is a significant strategy that appears in most CSR reports.

2.8 The government institution's role in CSR

Dialogue (2012:80), cautions that if CSR implementation is to be more than an “insignificant drop in the ocean”, business will need to partner more with government and align their CSR

spend with national development priorities as a first step. Many authors (Hinson and Ndhlovu, 2011; Mariri, 2012; Reddy, 2016 and Anwana,2018) contend that for South African businesses to flourish, they need a stable environment in which to operate, hence the need to collaborate with government in addressing the socio-economic imbalances existing in the country. For example, rather than building new stand-alone projects, companies should collaborate with government to equip, renovate or expand on existing community infrastructure with active engagement and involvement of community members.

2.9 Challenges in implementing corporate social responsibility

South Africa continues to be faced with triple threat challenges of poverty, inequality and unemployment (Stats SA,2019). According to Babarinde (2009), the apartheid legacy left the country as one of the most unequal nations in the world, with high levels of poverty, illiteracy and other development challenges. It is against this background that this study is of the view that businesses and public entities in South Africa including management need to take CSR implementation more seriously. However, the study maintains that for CSR interventions to have impact, there is a need to explore challenges in implementing CSR.CSR scholars (Hinson and Ndlovu,2011; Waweru ;2014; Frynas and Yamahaki 2016; Reddy 2016) identified some of the major challenges affecting CSR implementation by companies to include stakeholder expectations; corruption, government interference and globalisation. Anwana (2018), cautions that these challenges have dire implications for companies' CSR implementation.

2.9.1 Corruption

According to Preuss, Barkemeyer and Glavas (2016), corruption in both the public and private organisations obstructs CSR implementation. Anwana (2018), states that the United Nation's Global Compact principles site corruption as one of the impeding factors in developing any nation. According to Anwana (2018), the 2008 Companies Act directs South African companies to comply with the United Nations Global Compact and its ten principles and ensure that they combat and steer away from corruptive activities.

2.9.2 Stakeholder expectations

Preuss, Barkemeyer and Glavas (2016) state that organisations practicing CSR are faced with a challenge of serving and servicing different stakeholders with different expectations. They are that this situation often exposes companies to competing and sometimes contradicting environment in which they do business.

Mariri (2012: 2) states that despite the apparent acceptance and acknowledgement of CSR practices amongst multi-national companies operating on the African continent, corporations are challenged by the fact that they are confronted with an array of stakeholders' CSR expectations that are not uniform. According to Mariri (2012), these expectations may lead to conflict that hinders CSR implementation. In South Africa corporations face challenges of diverse stakeholder expectations which may include entrepreneurship development, human resources development, education, health-related issues, which provides pressure for CSR organisations to prioritise focus areas in line with their CSR policy and intervention (Anwana, 2018).

2.9.3 Government and traditional leadership interference

According to Reddy (2016), government legislative prescripts that forces the private sector to adopt CSR may erode foreign confidence and investment in South Africa. Hinson and Ndhlovu (2011) citations that South African companies simply respond to legislative requirements when engaging in CSR which poses a challenge. This study is of the view that business and the public sector involvement in the socio-economic development of their communities should not be manipulated and only controlled by government regulation (Ramlall 2012).

There are limited guidelines in CSR that guide how traditional and political leadership interface with CSR companies in the delivery of CSR programmes hence the possible challenge of political and traditional leadership hindering rather than enabling CSR implementation in their areas.

2.9.4 Globalisation of corporate social responsibility

Many CSR scholars (Young, 2010; Hinson and Ndhlovu ;2011; Reddy, 2016) argue that the globalisation on CSR in the South African corporate environment manifest itself in the profit driven nature of CSR interventions that are not informed by the socio economic development agenda required by CSR beneficiaries in the country. These authors (Young, 2010; Hinson and Ndhlovu ;2011; Reddy, 2016) argue that CSR interventions influenced by globalisation will always be driven by initiatives that only impact on the profit margins. Despite the challenges discussed in this section, this study maintains that CSR still remains critical in addressing many development challenges that South Africa currently faces.

2.10 Monitoring and evaluation in corporate social responsibility

Carroll (2008, p.42), posits that for CSR to be successful companies need to prioritise and embrace CSR monitoring and evaluation (M and E) as being vital to their future performance. According to Hafenbradl and Waeger (2017), if managers consistently view CSR as simply a cost, companies will refrain from implementing CSR initiatives. Businesses must create metrics to assess the successes and effects of CSR on their financial performance (Mersham and Skinner, 2016). Trialogue (2014:127) emphasizes the importance of M and E in CSR when stating that M and E reporting needs to move from the sharing of happy stories to showing demonstrable, provable and verifiable results of the effect of CSR implementation on company's triple bottom line.

The main question under this section is to what extent does CSR implementation impact on corporates sustainability and bottom line. Another question that is critical to respond to is how is CSR in South Africa contributing to the development agenda of the country as a whole. When responding to these questions it become evident that there is a need for CSR practice and implementation to be measured, monitored and evaluated (Rossouw, 2016b). Many CSR researchers (Carrol, 2008; Hinson and Ndhlovu, 2011; Mersham and Skinner, 2016) have long argued that CSR will only achieve its intended purpose once it adds to a company's' triple bottom line and its impact is carefully monitored and evaluated. Idemudia (2011) and Mohan (2020) maintain that the monitoring and evaluation (M and E) of CSR initiatives provides corporates with a more scientific approach that enables learning from past experiences thus improve implementation on the next cycle of CSR implementation. Duff (2014) cautions that telling good stories about CSR is not sufficient, however and how these impact of the company's financial performance is critical.

Ackers and Grobbelaar (2022) explain that CSR spend in South Africa has been constantly increasing over the years. This study argues that key stakeholders in organizations may only understand the impact of CSR programmes if CSR is monitored and evaluated. Monitoring and evaluation (M and E) of CSR initiatives, according to Prasad and Kumar (2011), give organizations a method for learning from the past, enhancing service delivery, strategic planning, optimal resource allocation, and demonstrating results as a manner of accounting to stakeholders.

Triologue (2018), presents a number of benefits for implementing CSR monitoring and evaluation in South Africa. First, it enables justification and business case for CSR. Second,

measuring and evaluating CSR can be used to substantiate a perception about the CSR initiatives. Third M and E can assist CSR managers in taking difficult decisions and in making necessary changes to the programme. Fourth, Measuring and evaluating CSR can assist in meeting the requirements of integrated reporting. Fifth, it can assist companies and CSR practitioners to identify challenges and take measures aimed at rectifying difficulties associated with CSR implementation.

Rampersad (2015) argues that it is crucial for the corporate sector to assess the impact of their CSR programs on their beneficiary communities, their businesses, and ultimately their Return on Investment in addition to the programs' effectiveness (ROI). According to Singh, Holvoet, and Pandey (2018), if firms are dedicated to guaranteeing the survival of their enterprises, they should be able to track the development and assess the effects in order to ascertain whether or not they have met their CSR mandates. They continue by saying that this emphasizes how crucial it is to have efficient monitoring systems and evaluation procedures to gauge the results of CSR actions. Singh, Holvoet, and Pandey (2018) point out significant gaps in determining how prepared CSR initiatives are to track and evaluate their own impact, find flaws in the planning and execution of CSR projects, and recommend corrective action that will increase CSR initiatives' effectiveness, impact, and positive results. This study argues that key stakeholders in organisations may only understand the impact of CSR programs if CSR is monitored and evaluated.

Bice (2015) examined the corporate social responsibility (CSR) procedures of Australian mining firms and discovered that corporations must do social impact assessments in order to adhere to legal requirements. Bice (2015) observed that while CSR and monitoring and evaluation share "foundational values," they are nonetheless practiced separately within the same organization. Bice (2015) suggests bridging the gap between the two (CSR and M and E) to produce relevant knowledge for the company about what the requirements of the local communities are specifically and how well they are being met. As per Rossouw (2011), the South African business sector that engages in CSR has moved away from spending to satisfy regulatory requirements and social guilt and toward wanting to know the direct impact of CSR on recipient communities and the quantifiable return on investment for a company.

According to Trialogue (2014) South African organisations track their investment initiatives using different degrees of a five level of measurement to measure the short term or long-term results of CSR interventions. First of all, they utilize inputs, which are all resources (human,

financial, and otherwise) designated for particular operations for example staff time, infrastructure, vehicles, funding and supplies. Second, they use Activities, which are designated actions that convert different inputs into particular outputs for example, distributing supplies, training people, donating equipment, building infrastructure, counselling patients, feeding learners). Thirdly, the utilization of direct outcomes of operations, or outputs. Fourth, the results, which can include new information, skills, or general wellbeing or particular changes in behavior. The final term used in CSR M and E is Impact, which refers to the project's broader long-term effects. Therefore, South African businesses can use indicators that track the results of a mix of various levels of measurement to track the progress of their community efforts.

According to Fatima and Elbanna (2022) and Gubic (2015), monitoring the results of social investment is evolving into a joint obligation between donors and beneficiaries. To manage expectations for long-term impact and to draw lessons that will help guide future interventions, a common understanding must be reached. Although there are many M and E best practices in South Africa, this study will focus on two in this area. For instance, Exxaro changed its focus from compliance to a shared value strategy by seeing communities as partners in development rather than as recipients of assistance. As a result, they look for areas where company ambitions and community requirements may coexist. This strategy has prompted a strategic outcomes-based approach to M and E and the necessity for substantial M and E. Mercedes-Benz South Africa (MBSA) strengthened and formalized their CSR to capturing and reporting performance data, providing detailed information, eventually developed reporting templates that reflected the new M and E strategy in terms of frequency and responsibility for performance data reporting (Triologue, 2018).

2.11 Chapter Summary

A critical discussion on the history of CSR was presented followed by a definition of CSR, followed by CSR theories. The chapter then discussed the dimensions of CSR, and was followed by the nature of the implementation of CSR across the world with the main focus on the United States of America as the country that is viewed as a developed country and on BRICS countries, namely Brazil, Russia, India, China and South Africa. A discussion of the implementation in African countries followed. Collaborative development in CSR was discussed followed by the role of government institutions in CSR was discussed. CSR Legislative framework in South Africa, challenges of implementing CSR and monitoring and

evaluation in CSR was reviewed. The last part of this chapter provides a summary of the chapter and identifies gaps in the literature.

The existing literature reviewed under this section recognizes the importance of CSR initiatives in addressing community development while also pointing out the absence CSR literature in public entities across the world and more especially in South Africa. Secondly, there is paucity of M and E literature within public entities in South Africa and across the world. Thirdly, there is a gap in the literature regarding public entities like the Road Accident Fund and others and if they have the internal capacity to implement M and E. The next chapter, Chapter 3, presents the research design and methodology adopted in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research plan and methodological techniques used to investigate the Road Accident Fund's CSR and investment in KwaZulu-Natal are outlined in this chapter. The research paradigm, research design, and how they relate to the study are discussed, followed by the methodological choices, preferences, and justifications for this investigation. This chapter goes on the study population and sample size, as well as the sampling procedures used and the data gathering technology. The data analysis approach and methodologies utilized in the evaluation of the findings are discussed in this chapter. The chapter also covers topics such as knowledge trustworthiness and credibility, as well as ethical concerns.

3.2 Research Paradigm

The researcher begins the debate in this section by answering the question, "What is a research paradigm?" A research paradigm is defined. Ontology, epistemology, methodology, and methodologies are the four categories into which a paradigm's constituent parts can be categorized (Scotland, 2012).

The researcher then goes on to define and clarify these many components, as well as their relationships. The nature of reality as defined by participants is referred to as ontology (Hudson and Ozanne, 1988). As a result, ontology is concerned with the nature of the phenomenon. It's seeking for a solution to a research query by indicating the kind of information that can be found. In a nutshell, epistemology describes how the researcher perceives reality as it is revealed by participants (Frehiwot, 2022). As a result, epistemology is concerned with the method through which a researcher strives to uncover knowledge in order to reach reality.

It also takes into account the researcher's sense of good and wrong and how they interpret their environment. Distinct paradigms have different beliefs regarding ontology and epistemology. As a result, different paradigms can have different assumptions about how reality and information are seen, determining the study technique used within their specific methodology and methodologies (Scotland, 2012).

A paradigm is a perspective on a global view of what makes appropriate or correct scientific knowledge, according to Cohen, Manion, and Morrison (2011). In this work, an examination of social constructivism as a paradigm is relevant to CSR practice in numerous ways. The goal of this study was to investigate the Road Accident Fund's CSR and investment in KwaZulu-Natal using the social constructivism paradigm. Because it is a paradigm that studies the knowledge and understandings of the world that are formed jointly by humans, social constructivism is used in this study (Amineh and Asl,2015). As a result, this paradigm argues that human beings collaborate to produce insight, importance, and meaning.

According to Leeds-Hurwitz (2009), the two most crucial tenets of this theory are the following: (a) the presumption that people rationalize their experiences by building models of how the social world functions; and (b) the conviction that language is the most significant system by which people construct reality. According to Adler (1997:322), social constructivism holds that "dynamic normative and epistemic interpretations of the material world are contingent on the manner in which the material reality shapes and is shaped by human action and interaction."

The research questions are social constructivist in character since the purpose of this study is to seek knowledge that is not distinct from the researcher and what is known. What is well recognized in this regard is that corporate social investment (CSR) is vital in furthering South Africa's development goal and prosperity. The purpose of this study is to learn about people's opinions and perspectives on the Road Accident Fund's CSR and investment in KwaZulu-Natal, as well as the nature of CSR within the Road Accident Fund. The criteria for selecting recipients for CSR activities at the Road Accident Fund, as well as the problems of conducting CSR initiatives at the Road Accident Fund, are also investigated in this paper.

Finally, the study looks into how the Road Accident Fund monitors and evaluates its CSR projects to ensure their long-term viability. Perkins (1992) claims that constructivism has its roots in psychology and philosophy, namely Jean Piaget's (1969) developmental perspective and the growth of cognitive psychology under the direction of people such as Jerome Bruner (1966). Social constructivists contend that the basis of social interaction, which promotes higher levels of thinking and learning, is the process of knowing (O'Connor, 1998).

In this study, the main goal of social constructivism is to comprehend the subjective character of human experience, which claims that reality is formed through social processes and is

historically and culturally specific (Taylor and Peter, 2018). According to Hyslop-Margison and Strobel (2008), social constructivism is a learning process that builds on prior information and allows an individual to interpret it in new ways. Knowledge is defined as a result of human interaction and is not something that can be discovered; it is the result of interactions between people in the context of the phenomenon under investigation, which is the CSR at the Road Accident Fund (Schunk, 2012).

3.3 Research Design

Because current research on CSR inside public bodies like the Road Accident Fund was limited, an exploratory research design was required. The selection of instances in exploratory social science is not random. The logic of analysing the richest, most telling cases and uncovering the thickest and most telling linkages is crucial (Ponelis, 2014). Accordingly, a case study approach in this study has several benefits, including the ability to use a variety of research methods (Davies, 2007), the ability to build rapport with research subjects (Mouton, 2001), the ability to obtain sufficiently rich descriptions that can be applied to similar situations (Merriam, 2009), and, finally, in-depth insight.

According to Sekaran and Bougie (2016), a research design is a strategy for the collection, measurement, and analysis of data produced to address the questions of the research. What the researcher does in this study is very much dependent on what the researcher intends to find out. This contains the method used by the researcher to learn more about the research phenomenon for this study (Cohen, Manion and Morrison, 2011). This study's research design gives the researcher the chance to carefully arrange how to conduct the research in a precise explicit manner. This means that planning a research in this study is linked and guided by the research design adopted by the researcher (Cohen, Manion and Morrison, 2011).

The researcher creates and follows a research design while searching for answers to the study's research questions.

"A plan or strategy that builds upon the underlying assumption and specifies the respondents to be used, the data collection techniques to be used, and the data analysis to be performed," writes Maree (2007, 70). Research design, according to Creswell (2003), is a technique of inquiry that provides explicit guidance for undertaking social science research. According to Babbie and Mouton (2001:74), research design focuses on the end research outcomes, which include the sort of study conducted and expected outcomes.

3.4 Research Method

This is a qualitative research project that follows the social constructivist paradigm. Wagner (2012:271) defines methodology as "the study of techniques utilized in doing research." A naturalistic approach to the world is used in qualitative research. The qualitative quality of this study stems due to the fact that it occurs in the participants' natural environment. (Creswell, 2003), with the natural setting referring to the Road Accident Fund in this case. The researcher-participant social contact is remote in quantitative research but close in qualitative research, which is why it was chosen in this study.

Because qualitative researchers like to think of themselves as insiders, this strategy is used in this study to ensure that there is little 'gap' between researcher and participant during the research process (Howitt, 2016). Interviews and observations are common qualitative research methodologies, according to Mahajan (2018), although case studies, surveys, historical and document analyses are also possible.

According to Merriam (2018), the qualitative research process is constantly emergent. As a result, the original qualitative research design cannot be strict, and all parts of the process may vary once the researchers join the field and begin collecting data (Creswell 2007). According to Creswell (2009), qualitative researchers do not investigate persons in a lab setting. Participants are, however, researched in their native habitat, which in this case is the Road Accident Fund organization. The researcher gathered data and worked with non-numerical data in order to interpret meaning in order to comprehend the study's research phenomenon (Punch, 2013).

3.4.1 Population and sample

The population, according to Sekaran and Bougie (2016), is the full set of subjects that the researcher wants to look into, including events, persons, and objects of interest. According to Merriam (2015), population refers to the entire group of individuals or units that the researcher is studying. According to Byman and Bell (2011), determining the research population helps the researcher select the strategies to utilize in data collection. The study's research and population sites were chosen because they are thought to be particularly informed about the

topics under inquiry and affected by the problem. The participants in this study are workers of the Road Accident Fund.

The best way to conduct research studies, according to Acharya, Prakash, Saxena, and Nigam (2013), is to investigate the problem in the entire population. These authors point out, however, that studying the entire population is always impossible. As a result, studies focus on a suitably sizable and representative "sample" of the population. A sample is a subset of the population that has been selected to be representative of the entire population, according to Dawson and Trapp (2004). We can cut costs, time to complete the research, and labor requirements by taking a representative sample. The sample representativeness of Acharya, Prakash, Saxena, and Nigam (2013) is determined by three factors: sampling methods, sample size, and response rate. Wagner (2012) defines sampling in empirical research as "the act of selecting those elements that will participate in the study."

In survey research, the researcher determines the target population relevant to the phenomenon under study, the sort of research instrument that will be used in the study, and how the research tool will be administered, according to Wagner (2012). According to Hesse-Biber (2010), qualitative researchers should pay close attention to the sampling design, which stems from the research question; the sample size determined to be adequate to answer the research question; and research ethical considerations.

A sample size of 15 persons was used in the study by choosing participants that were thought to be highly informed about the topics under inquiry, and the research setting in this study. Therefore, a purposive sampling technique was adopted in selecting participants in this study (Thomas, 2022).

Below is a list of participants:

	Participants	Number
1.	Senior Managers	3
2.	Managers	2
3.	CSR Senior Officer	1
4.	Team Leads	2
5.	Senior Officers	7

Table 1.1 Profile of participants
3.4.3 Sampling Technique

Non-probability sampling with a purposive sampling technique was the sampling strategy employed. According to Acharya, Prakash, and Nigam (2013), non-probability samples are those where the likelihood of a subject being selected is unknown, leading to bias in the study's subject selection. According to Acharya, Prakash, and Nigam (2013), non-probability samples are those where the likelihood of a subject being selected is unknown, leading to bias in the study's subject selection. Therefore, nonprobability sampling refers to methods where researchers select the sample components based on a variety of non-statistical criteria as opposed to a predetermined probability (Guo and Hussey, 2004).

Qualitative researchers recognize that some participants are more likely to be "rich" with insight than others, and so more relevant and effective in reaching the study goal and answering the topic at hand, according to Johnson, Adkins, Chauvin (2020). As a result, great thought should be given to the method of acquiring data and from whom the data will be obtained, especially since no amount of analysis will compensate for carelessly collected data (Bernard, 2002). Purposive sampling allows the researcher to decide what information is needed and then go out and find people who can and will offer it based on their expertise or experience in the study (Lewis and Sheppard 2006). Purposive sampling, according to Bernard (2002), is more efficient than random sampling when used efficiently because a random community member may not be as competent as an expert informant.

Purposive sampling was used in this research. In this study, deliberate sampling refers to the deliberate selection of research participants in order to maximize data sources (Johnson, Adkins, Chauvin, 2020) This means that people with specific experience or knowledge inside the Road Accident Fund may be most suited to answer the research question. Purposive sampling is a non-probability sampling method in which data is acquired on a reasonable basis from unique or specified objectives or groups of people (Sakaran and Bougie, 2016).

The advantages include being the most popular, being more affordable, and not requiring a list of every demographic factor. They have drawbacks, the biggest of which is that bias and variability cannot be measured or managed. Second, the results of the data cannot be

generalized outside the sample. Purposive sampling, as described in table 1.1 above, aims to get rich information from key participants in order to gather relevant data for the study process. This sample approach, according to Patton (2002), is focused on finding cases with a lot of information that can be thoroughly examined.

3.5 Data collection Tool

Because the world, including South Africa, has changed and the human race now lives in the new world order imposed by COVID-19, the data gathering tool used in this study was chosen with this in mind. A new human coronavirus called as SARS-CoV-2 (severe acute respiratory syndrome coronavirus 2) was found in Wuhan, China, in late 2019, sparking a pandemic (World Health Organisation, 2020). The first confirmed COVID-19 case in South Africa was reported on March 5, 2020, and a month later, there were 1585 confirmed cases (5 April 2020). 2020 (Mahaye). The greatest method for preventing the virus from spreading is still social isolation, according to medical specialists from all over the world, including those in South Africa. For this reason, the South African government ordered lockdown to keep the virus from spreading and flattening the curve (Mahaye, 2020).

Because of the need for physical separation and isolation, the researcher in this study had to consider the COVID-19-induced health issue when choosing a data collection technique. This qualitative study employed WhatsApp and telephonic interviews to collect data in accordance with COVID-19 health procedures in South Africa and to guarantee that the researcher followed ethical guidelines when it came to the safety and well-being of participants. Sakaran and Bougie (2016) describe an interview as a directed, deliberate dialogue between two or more persons. Structured and unstructured interviews are also possible.

Interviews can be conducted online, over the phone, or in person, according to these authors. A large amount of data was acquired by using this method. The goal of a research interview, according to Gill, Stewart, Treasure, and Chadwick (2008), is to learn about people's perspectives, experiences, and beliefs about certain subjects. Qualitative methods, such as interviews, are thought to provide a "deeper" understanding of social phenomena, according to these authors. According to them, interviews work best when there is little information available regarding the research phenomena or when in-depth participant perspectives are required. Furthermore, they emphasize that interviews are useful for delving into delicate themes when participants are hesitant to discuss them in a group environment.

Telephone data has long been thought to be abundant, precise and of a high standard (Sturges and Hanrahan, 2004). Lower expenses (Chapple, 1999), more accessibility to geographically scattered respondents (Sweet, 2002), improved interviewee and interviewer safety (Carr and Worth, 2001), and the researcher's ability to take notes uninterrupted are all benefits of telephone interviews versus in-person interviews (Smith, 2005).

Participants can stay on "their own turf" by using telephones. Telephone interviews, according to McCoyd and Kerson (2006, p. 399), allow participants to remain on "their own territory," which improves privacy. The benefits of doing telephone interviews clearly outweigh the drawbacks, which is why the researcher chose this method for this study. For example, issues with network or some participants' access to telephone service (Carrdvant and Worth, 2001) and possible interruptions of participants by activities in their habitat are claimed to be drawbacks (McCoyd and Kerson, 2006). Despite being utilized less frequently in qualitative research telephone interviews may be a more "versatile" data collection method than in-person interviews (Opdenakker, 2006). (Carr and Worth, 2001:521).

On the telephone, respondents were described as calm and willing to talk freely and reveal personal information. As a result, the study's methodological rationale attempted to take use of the strengths of qualitative telephone interviews, which are particularly suited to the COVID-19 and the government's request to reduce physical contact between people. The researcher was proactive in creating an interview schedule that includes questions that are likely to give as much information on the study phenomenon as feasible while also addressing the Road Accident Fund's goals and objectives. Senior managers and staff members from the Road Accident Fund in Pretoria, as well as senior managers and a manager from the Post Claims Settlement department in Durban, KwaZulu-Natal, were interviewed. Participants' responses were recorded in order to capture the interviewees' responses and guarantee that all data was collected throughout the data collecting phase.

3.6. Data Analysis

Hatch (2002) defines data analysis as "a methodical quest for meaning." In order to share what has been learnt with others, he continues, it is a method of qualitative data analysis. By

organizing and analysing data in ways that enable them to recognize patterns, identify themes, and locate connections, researchers can detect interconnections, establish explanations, launch critiques, or develop hypotheses. There is a lot of utility for synthesis, evaluation, interpretation, categorization, hypothesising, comparison, and pattern identification. According to Vaismoradi and Snelgrove (2019), qualitative research entails a variety of data analytical methodologies aimed at offering cultural and contextual descriptions and interpretations of social phenomena. Working with data, organizing it, decomposing it into manageable chunks, coding it, synthesizing it, and searching for patterns are all parts of qualitative data analysis, according to Bogdan and Biklen (2003). Despite variations in data processing and findings presentation, all of these study approaches, according to Holloway and Galvin (2017), contribute to the description and understanding of events. As a result, data analysis and interpretation will be provided and analysed utilizing thematic data analysis in this study.

The essential concern in thematic data analysis, according to Hesse-Bieber and Leavy (2011), is that the study participants' subjective meanings and social reality are transmitted in the research report. Thematic data analysis, according to Terry, Hayfield, Clarke, and Braun (2017), provides a way for qualitative researchers to ensure rigorous and methodical engagement with data in order to generate a strong and convincing analysis that is independent of any preset theoretical framework or collection of additional design considerations.

According to Vaismoradi and Snelgrove, a "theme" is the arbitrary meaning and culturally contextual message of data (2019). According to these authors, codes that provide common points of reference and allow for the fusion of ideas across the entire studied phenomenon can become themes. In plain English, a theme is a red thread of underlying meanings that may be utilized to link related pieces of information and enable the researcher to provide an explanation for why. 2013 (Erlingsson and Brysiewicz).

Thematic analysis demands that the material as a whole is comprehended by examining the components, but the parts can only be understood in connection to the total in this research (Scharp and Sanders, 2019). The formulation of thematic statements as a means of synthesizing and integrating data segments is the foundation of qualitative research, and qualitative data analysis without them is problematic (Sandelowski and Leeman, 2012).

In addition to the analytical significance of the theme, it is the translation of participants' perspectives into the language of decision-making and practice. The resulting theme

summarizes participants' regular actions and responses to a range of occurrences, and it can be used to create healthcare solutions (Colorafi and Evans, 2016). According to Massey (2012), the theme can appear if participant stories and narrations address non-hypothesized and unasked topics and there is consistent and adequate evidence to support them. The process of theme generation is dynamic even in its emerging state, and the researcher must actively examine the data throughout the study (Sandelowski and Leeman, 2012).

To illustrate the robustness of the findings, according to Noble and Smith (2014), to encourage transparency in theme construction, the researcher recorded all analytical steps, from selecting data units to creating the theme. Renz, Carrington, and Badger (2018) claim that it is through this method that the process may be replicated and that clarity on how inferences about human behavior are made can be acquired. The six elements of the thematic analysis approach proposed by Braun and Clarke that were followed in the data analysis in this study are : (1) familiarizing oneself with the data; (2) generating coding categories; (3) generating themes; (4) reviewing themes; (5) defining and labeling themes; and (6) identifying exemplars. You can get more accustomed to the data by transcribing it or reading it again. When coding, relevant data elements are methodically highlighted, and the information was then compiled.

According to Braun and Clarke (2006), producing themes entails the researcher organizing codes into potential topics and collecting all necessary data. Reviewing themes entails evaluating their compatibility with both the coded extracts and the entire data collection. The first step in defining and labelling themes is to ascertain the essence of what each theme conveys: understanding what it is and what it is not. Finally, these writers clarify that the stage of identifying examples is used to give proof of the theme and connect it to the research topic.

When the researcher notices that a theme has evolved and is recognized in this study, it is given a code. The goal is to "segregate, organize, regroup, and relink material in order to concentrate meaning and explanation" (Lincoln, 1985:21).

This means that after the telephone interview, the researcher systematically organized the data in such a way that it may be exposed to qualitative data analysis as part of the meaning-finding process. Qualitative data analysis, according to Cohen, Manion, and Morrison (2011), is the process through which the researcher organizes, accounts for, and explains the data in the study. It's important to note that data was transcribed for analysis purposes. The researcher used data

transcriptions to provide a detailed verbatim account of what happened during the telephone interviews in this study (Creswell, 2009; Cohan, Manion, and Morison, 2011).

To protect individual participants' identities, the researcher ensured that each voice from participants was assigned a pseudonym during the transcription conversations. In accordance with ethical standards, pseudonyms will also safeguard the confidentiality of study participants. The researcher began the coding process after all of the interviews had been turned to transcripts.

According to Creswell (2009), coding is the process of organizing information into text segments before adding meaning to it (Creswell, 2009). "Qualitative research does not have a single theoretical or methodological foundation." Different evolutionary paths in the history of qualitative research result in a range of methodologies, which emerged partly in parallel and partly in sequence" (Flick, 2009, 306).

According to William and Moser, coding facilitates the identification, structuring, and development of theory in qualitative research (2019). Because they enable researchers to become fully immersed in the data, open, axial, and selective coding all play significant roles in achieving a study's research objectives. The emergent themes identified during data collection are combined and improved at each level of the coding process, which culminates in theory development and meaning construction.

Recognizing the interdependence of data organization, categorisation, and theory building in the formation of meaning, coding plays a critical role in the researcher's ability to advance the research process effectively. "The essential principle of coding is to portray the interplay of subjects' and researchers' views of the type and aspects of events under investigation" (Douglas, 2003:48).

The researcher will thoroughly examine the transcripts, identifying and marking topics as needed. The researcher used different markers or colours to identify different themes to ensure that they were clearly identified and grouped.

3.7. Issues of knowledge credibility and trustworthiness

Credibility, transferability, reliability, and conformability are examples of these strategies. In terms of reliability, the researcher began by selecting appropriate samples. All of the participants knew enough about CSR at the Road Accident Fund. As Lincoln and Guba (1985)

suggest, one of the most significant components in establishing trustworthiness is assuring credibility. To ensure that the created data is trustworthy, the researcher used a variety of tactics to improve credibility. According to Bitsch (2005), qualitative research data collecting necessitates the investigator being acquainted with the participants' milieu.

The researcher confirmed the research findings with participants before producing research reports in this study to ensure data quality and trustworthiness, a process known as social verification and validation of data (Babbie and Mouton, 2001). One technique to ensure trustworthiness is to ensure that each participant's engagement was entirely voluntary, with no pressure. In other words, the conclusions can be believed because no compulsion was used and each participant expressed his or her opinion freely.

Lincoln and Guba (1985) define transferability as the ability to apply research findings in similar situations. Transferability, according to Tobin and Begley (2004), refers to the extent to which qualitative research findings can be applied to other situations with participants with similar features. The "researcher aids the transferability decision by a potential user by "rich description and targeted sampling," according to Bitsch (2005:85). There are a variety of approaches to improve the transferability of qualitative research findings. Qualitative researchers, for example, must ensure that they provide detailed accounts of the entire study process. In the framework of this study, the researcher made certain that every stage of the research procedure was described in full.

Dependability, according to Lincoln and Guba (1985), is an assessment of the quality of the integrated data creation, data analysis, and theory generation process. The processes inside the study should be disclosed in detail to address reliability. According to Bitsch (2005: 86), dependability refers to "the consistency of findings over time." Participants evaluate the study's outcomes, conclusions, and suggestions to ensure that they are strengthened by evidence from participants, according to Cohen, Manion, and Morrison (2011). This study believes that feedback obtained through this method provides a solid foundation for developing well-documented and presented findings.

According to Lincoln and Guba (1985), confirmability is the qualitative investigators' equivalent of neutrality. This refers to a circumstance in which the researcher has no or little prejudice. In other words, a finding should reflect what the participant actually meant, not what the researcher thinks. The researcher ensured that the participants' interpretations were

confirmed by the researcher. To ensure that the researcher's assessment of what came out of the interviews was correct, the researcher borrowed from Lincoln and Guba (1985) and performed member verification to corroborate the researcher's interpretation. Member checking is sharing anonymously obtained data with research participants, usually in the form of a draft report, and getting input on the process. "Opportunities for the researcher to test her findings, interpretations, and explanations inside the culture she is investigating," says one researcher (Davis and Lachlan, 2017:179).

3.8. Ethical Issues

According to Cohen, Manion, and Morrison (2011), the three ethical questions that must be answered before the interview process can begin are informed permission, secrecy, and the interview's implications. In the sense that interviews concern interpersonal contact and create information about the human condition, Cohen, Manion, and Morrison (2011) emphasize that ethical questions are critical.

The following ten principles for human subject research are proposed by Shamoo and Resnik (2015). The first is scientific rigor, which emphasizes the importance of well-designed research to address critical scientific or societal issues. Second, social value advocates for research that has societal implications. Third, risk minimization emphasizes the need of minimizing hazards to human subjects and others in research. Fourth, the reasonableness of risks requires that the study risks be justified in terms of the research's potential value to the subjects and society. Fifth, the need of obtaining informed consent from participants or their legal representatives before to conducting research is referred to as informed consent.

Sixth, secrecy refers to the subjects' privacy and confidentiality, which should always be respected. Seventh, fair subject selection, which includes selecting research subjects for study participation, should be based on good scientific and ethical considerations. Eighth, data and safety monitoring, which emphasizes the need of tracking study data in order to prevent human subjects from harm or enhance their welfare. Protection of vulnerable subjects (number nine) emphasizes the need of preventing coercion, exploitation, or harm to vulnerable individuals. Finally, independent review emphasizes the significance of an impartial body examining and overseeing research.

According to Emilio (2019), ethics is the natural and structural process of acting in accordance with moral judgments, standards, and rules, which implies qualitative researchers must address

a variety of difficulties while planning to undertake a research study. According to Emilio (2019), informed permission, confidentiality guarantees, beneficence, and non-maleficence should all be considered. In this study, the researcher addressed letters to possible volunteers requesting permission, and they were educated about the study's nature and goal, as well as their rights as participants. The Road Accident Fund granted permission, and the participants signed declarations of informed consent forms, indicating that they formally accepted to participate in the study.

Before beginning telephone interviews, the researcher assured participants of the following ethical issues: (1) complete confidentiality, anonymity, non-identifiability, and non-traceability; (2) that the research process would not harm or harm them; (3) that no one is forced to participate in the study; and (4) that no payment or reward would be given to the participants for participating in the study. Because of the importance and significance of this work, ethical clearance was requested and submitted to the supervisor for submission and approval by the University of KwaZulu-Research Natal's Ethics Committee. A letter was also issued to the Road Accident Fund requesting permission to include selected participants in the study. The Royal Air Force also sent a gatekeeper letter. Plagiarism was not included in this study since the researcher made sure it was excluded.

3.9. Limitations of the study

According to Theofanidis and Fountouki (2019), researchers need to be aware of their study limitations before they embark on the research journey. According to these writers, limitations of any research study refer to potential flaws that are typically outside the researcher's control and are strongly related to the research design that was selected as well as other factors like funding restrictions and other concerns. A restriction is said to be "imposed" when it is actually out of the researcher's control (Theofanidis and Fountouki, 2019). Limitations should therefore be clearly stated in the research study as they may still have an impact on the study design, outcomes, and eventually conclusions.

Data analysis approach, according to Puhan, Akl, Bryant, Xie, Apolone, and Riet (2012), is another potential constraint. Most qualitative approaches, for example, cannot be properly repeated, as in experimental condition research, and so cannot be validated. All of the following constraints must be made clear in order to prevent the general public from skewing or

misinterpreting the outcomes. Unfortunately, when reporting results, "author enthusiasm" can quickly overwhelm this important aspect of conducting and disseminating research.

The participants in this study are 15 people from the KwaZulu-Natal province's Road Accident Fund. The sample size may be too small to generalize because this is a small-scale study. It is crucial to note, however, that the conclusions of this study are not intended to be generalized. The replication of this study in additional CSR programs inside public institutions in South Africa may be the topic of future research.

3.10. Chapter summary

The paradigm under which the investigation is situated was discussed. This research aimed to find knowledge that was not independent from what was already known. The research design and technique were thoroughly addressed, with the use of literature to back up the researcher's claims. The research design and methodology section described the data collection procedures, which included telephone interviews. Because this is a qualitative study, the researcher used purposive sampling and conducted a small-scale study with no plans to generalize the findings. In addition, the methodologies for data analysis were discussed. Before the study was implemented, trustworthy and ethical problems were evaluated to guarantee the study followed ethical guidelines. Finally, the study's limitation was examined, which included a small sample size that prevented conclusions from being generalized.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

The analysis and interpretation of the data collected, as well as a discussion of the findings of the study is presented in this chapter. In analysing the data, the responses received in terms of telephone interviews and WhatsApp are categorised into themes to present findings (Terry, Hayfield, Clarke and Braun, 2017). This chapter responds to the main research question which asks what the Road Accident Fund's CSR and investment is, in KwaZulu-Natal? The chapter further responds to the following research questions:

1. What is the nature of CSR within the Road Accident Fund?
2. What is the criteria for the selection of beneficiaries for CSR initiatives at the Road Accident Fund?
3. What are the challenges to implementing CSR initiatives at the Road Accident Fund?
4. What monitoring and evaluation (M and E) interventions does the Road accident fund undertake to ensure CSR project sustainability?

The findings from the study are presented and supported by theory and literature. The findings are categorised and discussed under the following themes: *The nature of RAF CSR focuses on the promotion of human rights and human dignity, CSR beneficiaries of the RAF, Importance of forming public and private partnerships, Challenges in implementing CSR and Limited monitoring and evaluation of CSR projects at the RAF.*

4.2 The nature of RAF CSR focuses on the promotion of human dignity and human rights

From the interviews it emerged that the nature of RAF CSR and its policy is aimed at promoting human dignity and human rights of road accident victims. Human dignity and human rights are enshrined in the SA Constitution and the compensation of road accident victims is the core mandate of the RAF ;for example, one respondent responsible for stakeholder relations at the RAF stated:

RAF CSR is informed by the SA Constitution which stresses the importance of human dignity and human rights. The focus areas are poverty alleviation, skills development, education, health and post-care crash care projects which points to the nature and focus of CSR at RAF (Respondent 1, November 2020).

Another participant further added on the nature of RAF and said:

RAF provides compulsory cover to all users of South African roads, to rehabilitate and compensate persons injured as a result of negligent driving, in a caring manner. (Respondent 2, November 2020)

The finding above is in line with literature on Carroll's dimensions (1999) of CSR. Carroll's Pyramid (1992) reviewed in this study is a theory composed of four obligations namely: economic responsibility, ethical responsible, legal responsibility and philanthropic responsibility. These are in line with RAFs CSR mandate of advancing human rights and dignity.

The philanthropic responsibility is a pure giving for society. Carroll postulates that the CSR of an organisation involves the ability to simultaneously satisfy the organisation's economic, ethical, legal and philanthropic responsibilities and obligations (Carroll 1991). According to Carroll a business should always strive to make a profit, and at the same time obey the law, be ethical and be a good corporate citizen (Carroll 1991). Thus, the constitution, CSR policy and the King IV report were found to be the guiding legal instruments that informed CSR at the RAF.

In exploring the nature of CSR at RAF the voice of one participant highlighted the importance of the BBBEE Act as a guiding legal instrument. The participant had this to say:

Our CSR has to report on the BBB-EE scorecard as required by the BBBEE Act and government (Respondent 3, November 2020). RAF uses NGO's as their implementation partners because they are not allowed to partner with profit making organisations.

The new democracy in South Africa that was ushered after the abolition of apartheid required laws that sought to enable participation of black citizens previously excluded in the South African economy. Therefore, the Black Economic Empowerment (BEE) policy which aimed to increase the share of Black ownership in major South African firms, as well as increase the wealth of the Black majority (Reddy 2016, 467) was promulgated. According to the

Department of Trade and Industry (DTI 2014), as highlighted in chapter two, the BBB-EE Act defines the term “Black people” to include all non-Whites and previously disadvantaged individuals, women, workers, youth, disabled and rural communities. Therefore, in all its CSR programmes RAF prioritises previously disadvantaged communities including supporting projects for the disabled.

According to Reddy (2016), prioritizing previously disadvantaged communities was geared at promoting economic transformation through equal participation of Indian, Coloured and African citizens. For example, RAF’s projects are mostly done in rural areas. Gabardine (2009), states that the broad aim of the Act was to address inequalities and redistributing equities and access to capital and economic opportunities among the Black South African citizens. According to Alessandri, Black and Jackson (2011), BBB-EE aimed at widening Black wealth through equity in companies to Black empowerment. In South Africa when companies are BBBEE compliant they are awarded government tenders and rewards for implementing the BBBEE policy. These organisations are viewed as being socially responsible and BBBEE compliant.

The participant added that CSR at the RAF is also informed by the King IV report. She had this to say about the importance of the King IV in shaping CSR at the RAF:

The King iv report which dictates that organisations should spend a certain percentage towards CSRCR. (Respondent 2, November ,2020)

When a probing question was asked in terms of the exact percentage of CSR spend, the respondent had this to say:

If I remember correctly it is 1%. This is informing our CSR approach (Respondent 2, November2020)

This study argues that 1% CSR spend is not sufficient in ensuring meaningful social impact of CSR initiatives.

A CSR practitioner added that the nature of CSR within RAF is also informed by National government priorities which are unemployment, education, poverty alleviation and health. She had this to say:

We also take the cue from the priorities of the National Planning Commission within the government. From the priorities identified by government during the State of the

Nation Address (SONA) we then align our CSR to national government priorities that speak to our focus areas which are Skills development, health and poverty alleviation (Respondent 5, November 2020).

The words of the CSR practitioner above showed the importance of aligning RAF CSR to national priorities which include education, health, job creation, and rural development (State of the Nation Address, 2021). It is for this reason that the RAF CSR focus areas were found in this study to be centred on health, education and skills development and strategic interventions.

This study argues that organisations need to align their CSR strategies and activities with that of the South African government. Why is the alignment of CSR strategy and SA government priority areas critical? Firstly, alignment creates opportunities for partnering with other government departments thus sharing expenses. Secondly, alignment may ensure that where RAF CSR or where the government falls short the other state institutions can take over in project implementation. Thirdly, CSR budgets may never be enough to address all challenges faced by society hence close partnership and collaboration with relevant government departments such as health and education, Non-profit organisations, other CSR initiatives and the government development agencies such as the National Development Agency and National Lotteries Trust Fund, is necessary.

According to Mariri (2012,2) the main problem with CSR is that most South African companies tend to approach CSR implementation without consideration and alignment to government programmes or plans. Therefore, this study advocates for the alignment between organisations, and government and maintains that CSR programmes cannot have an impact in achieving its key objectives of being a key player in social development if it is not aligned from the national development priorities rooted in the National Development Plan (NPC, 2011).

This study found that legislative frameworks on CSR such as the Broad-Based Black Economic Empowerment Act and the Socio-economic development (SED) element in the Codes of Good Practice can provide incentives to the private sector and other organisations to implement strategic CSR models and can act as a shield against declining CSR practices especially in underperforming economies such as the one currently experienced in South Africa (RAF Annual Report, 2018-2019; Knudsen, 2017). The successful inclusion of the sustainable development goals in the CSR practices at the RAF and other CSR initiatives in SA cannot be achieved without the active involvement of all stakeholders (Abdelhalim and Eldin, 2019).

What does this mean for CSR? This means both government and organisations have a responsibility in addressing and promoting responsible behaviour in advancing CSR initiatives that change people's lives (Reddy 2016; Aßländer and Curbach, 2017).

Another respondent added that a number of guidelines inform the nature of CSR at the Road Accident Fund. She said:

The project must be sustainable for it to be considered for support. For example, it must contribute to the socio-economic development of previously disadvantaged communities. Secondly, it must address societal needs. It also must align with RAF's brand and identity that of being the key player in the social security system by mitigating the adverse impact of road crashes on both the victims and their families and the broader South African economy. The criteria are set in the policy of the RAF and proposals are assessed and approved by the proposal adjudication committee (PAC). (Respondent 6, November 2020).

According to Hinson and Ndhlovu (2011: 341) most South African organisations simply respond to legislative requirements when engaging in CSR initiatives. The authors note that business involvement in the socio-economic development of their communities is influenced mainly as a result of the government regulation and interventions through legislative measures. According to the authors, this may result in the abdication of the government's responsibility in providing infrastructural development for specific communities and the state depending on companies operating within those communities to take up these responsibilities (Hinson and Ndhlovu 2011, 342).

This study argues that governments can indicate to their organisations that they wish to improve performance in specific industries and areas of concern will encourage organizations and civil society to work together to set CSR standards (Vermeulen, Uitenboogaart, Pesqueira, Metselaar and Kok 2010). Governments can also help with the development of CSR guidelines or with their creation. This can come in a variety of shapes, such as financial assistance, technological know-how, and the ability to convene interested parties. The government plays a part in promoting CSR (Albareda, Lozano, Tencati, Midttun and Perrini, 2008). According to Bichta (2003), from the industrial revolution to the present, the government has been mostly responsible for achieving social goals.

According to Bichta (2003), the government has used legislation, regulation, and taxation as effective tools to advance and defend social goals. Debrah, Nyuur and Ofori (2014,100) state that if organisations want to be successful in developing and implementing CSR activities that will generate and maximise both social and economic value, then top management support and involvement in CSR implementation is critical. This study supports the above viewpoint and maintains that CSR is an ethical framework that should guide and be supported by top management in organisations, for CSR to succeed. Top management and organizations engage in CSR act for the benefit of their stakeholders, employees, customers, suppliers, community, and society at large. CSR requires the use of non-coercive influence and “soft power” which again are specific to leadership and management (Strand, 2013). Hence top management have a crucially significant role in adopting and practicing CSR in their organisations (Waldman and Siegel 2008).

4.3 CSR beneficiaries of the Road Accident Fund

A question was posed on the criteria utilised by the Road Accident Fund to identify beneficiaries. The finding from interviews with CSR practitioners revealed that the criteria of identifying beneficiaries are set out in the company CSR policy. One participant had this to say:

RAF CSR has three focus areas that fit in the CSR strategy and policy which are skills development, education, health and post-crash care initiatives, and projects for strategic intervention. (Respondent 9, November 2020)

The study found that CSR RAF policy is based on the Bill of Rights which then informs beneficiaries of the CSR programmes. The Bill of Rights enshrines socio-economic rights for all South Africans, which include the right to an environment that is not harmful to one’s health or wellbeing; right to adequate housing, provision of health care, food and water; and social security (The Department of Justice and Constitutional Development, 2017). According to Hamman (2005, 12) the Bill of Rights is binding on individuals, corporations and the State.

Another respondent stated that beneficiaries and projects must also align with RAF brand as an organisation that cares for road accident victims. She had this to say:

The projects must align with RAF brand and identity, should have the potential of sustainability. The criteria are set in the policy of the RAF and proposals are assessed and approved by the proposal adjudication committee (PAC). Due diligence must be performed by the Manager before proposals are presented to the PAC, to enable the

PAC to make informed decisions. The due diligence process performed by the Manager must include obtaining legal documents relating to the requester, verifying the Project Office; and Verifying the Intended beneficiaries, to ensure that at least 75% of the intended beneficiaries fall within the Historically Disadvantaged Groups. (Respondent 4, November 2020).

A question was posed to another respondent asking for examples of beneficiaries at the RAF. The respondent provided different CSR projects implemented by the RAF and said:

Beneficiaries of the Road Accident Fund CSR are people who were previously disadvantaged during the apartheid era, people that are needy, road accident victims and disabled people, even if they were not involved in the car accident, women and school children, more especially those that live in rural areas. We also look at the priority needs and people directly and indirectly affected by road accidents, (Respondent 4, November 2020).

This study discusses Corporate Citizenship Theory by Matten and Crane (2005) which shifts focus onto the corporation's role in providing individuals with the rights they are entitled to as citizens. This expanded corporate role is depicted as filling an institutional vacuum resulting from the withdrawal or limitations of the state (Wood, 1991). According to Jones and Haigh (2017) corporate citizenship theory views the corporation as a societal institution that has obtained the legal status of a person or citizen and debates the appropriate mix of rights and responsibilities that should (or should not) follow this status.

Another respondent explained how the beneficiaries are determined within RAF governance structures and said:

The criteria on beneficiaries is set in the RAF CSR policy. The policy is reviewed every 3 to five years. The Board approves the CSR policy. Mostly rural communities are beneficiaries. The CSR manager is expected to do due diligence on applications or proposals before doing presentations to the committee (Respondent 8, November 2020).

According to RAF CSR policy (2018), the criteria in choosing beneficiaries must not support or endorse specific religious doctrine or political affiliation. CSR cannot directly benefit employees, board members, and their families or any individual that approaches RAF for assistance. Secondly, all approved projects must be in line with RAF's focus areas. Thirdly, the PAC must decide on the form of CSR intervention, which means they have to decide on

the type of contribution whether it is going to be cash donation or goods (RAF CSR Policy, 2018).

According to Penn and Thomas (2017), clarifying beneficiaries may also be critical when conducting CSR impact research, where the researcher will be able to target appropriate evidence. CSR is alternatively referred to as “corporate citizenship,” which essentially means that a company should be a “good neighbour” within its host community (Triologue, 2018). This study posits that CSR beneficiaries are critical in determining whether the company is a good neighbour or not.

Focus areas change as government priorities change but there are focus areas that have remained every financial year, namely health/ post-crash care and education/ skills development. Under these focus areas they contribute to the rehabilitation of the road accident victims. For example, the projects done in the past years are development of a manual for the training of the caregivers and the actual training of the caregivers in taking care of road accident victims. For the purpose of this study caregivers are those individuals that take care of road accident victims. Through this project RAF working with an NGO for training and issuing of certificates for completion of the training and skills acquired.

Another focus area is poverty alleviation. Not much has been done in Kwa Zulu Natal in terms of projects under this focus area. But the few projects that were reported, contributed to job creation for the Kwa Zulu Natal rural communities. The following projects were mentioned by participants and also reported on the RAF annual reports; contribution towards the building of three rooms at Siyanakekela drop in centre for the disabled, the installation of speed humps, guard rails in high accident zones.

One participant mentioned strategic intervention as one of the focus areas. Under this focus area they looked at the road safety projects. One of the projects identified above was intended also for the reduction of accidents amongst pedestrians. Other projects are the facilitation of training workshops for defence driving where drivers were trained on how to react to avoid road crashes. This focused on motorcyclists, bus and truck industries. Another project was issuing of children car seats to motorists in partnership with government hospitals where there are RAF offices. The project was to prevent the number of children fatalities.

4.4 Importance of forming public private partnerships

Findings in this study revealed the importance of forming public-private partnerships in CSR practice and implementation. For example, one participant who is a CSR practitioner had this to say on the importance of partnerships:

We have managed to secure agreements with stakeholders that are relevant to RAF projects (focus areas) in a form of a memorandum of understanding (MOU). KZN DOH to allow RAF to brand offices within DOH hospitals. RAF to brand schools that have RAF initiatives (Respondent 3, November 2020)

All data sources reveal the importance of sustaining partnerships as critical for the successful implementation of CSR initiatives. According to Chipunza and Mariri (2011), the Stakeholder theory states that organisations have a social responsibility that requires them to consider the interest of all parties affected by their activities. In chapter two under section (2.4.3), Sacconi (2012, p.14) describes stakeholders as those who have an interest at stake because they have made a specific investment in the firm, such investment being in the form of human capital; financial capital; social capital or trust; physical or environmental capital; or the development of dedicated technologies. Literature in chapter 2 (2.6.7) supports the findings under this section and emphasises the fact that partnerships are key to a successful implementation of CSR. South Africa is confronted with many socio-economic challenges which impact the business community.

Triologue (2012, 80), cautions that if CSR implementation is to be more than an “insignificant drop in the ocean”, organisations will need to partner more with government and align their CSR spend with national development priorities as a first step. For example, the partnership between RAF and MTN ensured that a laboratory was built in one of the disadvantaged schools. Many authors (Hinson and Ndhlovu, 2011; Mariri, 2012; Reddy, 2016 and Anwana, 2018) contend that for South African organisations to flourish, they need a stable environment in which to operate, hence the need to collaborate with the government in addressing the socio-economic imbalances existing in the country. For example, rather than building new stand-alone projects, organisations should collaborate with the government to equip, renovate or expand on existing community infrastructure with active engagement and involvement of community members.

According to Tari (2011), CSR can be defined as an ethical commitment to act in an economically and environmentally sustainable manner while taking into account the interests of all stakeholders. This means that collaborative development should be at the core of CSR

initiatives. To reap the benefits of a CSR strategy, for not only the firm but also its stakeholders and the wider society, it is therefore vital to find an effective collaborative strategy that helps to harness possible tension between stakeholders to create interest and collaboration instead of conflict (Du et al., 2010; Corus and Ozanne, 2012).

An important dimension of CSR is creating and maintaining relationships between companies and stakeholders. This means that cooperation between different stakeholders as a framework of implementing CSR may lead to collaborative development of communities where public entities, government and civil society combine their collaborative efforts to benefit all (Gawel, 2014).

It emerged from the interviews that RAF values partnerships in its implementation of CSR programmes. One CSR employee had this to say about the dual nature of CSR implementation and the importance of partnerships:

RAF implements CSR in two ways which are Proactive and reactive implementation. Proactive is where RAF plan and implements poverty alleviation, education and caregivers programmes. We will say we do poverty alleviation in KZN and Gauteng. They will proactively and say DSD gives us NGOs that do poverty alleviation in Limpopo. They will then send a proposal. Reactive approach is when someone in the Northern Cape will send a proposal to the RAF and say we have this project and need funding. If the project is in line with the prescripts and focus of RAF CSR which includes health (post-crash care), Education and skills development and strategic interventions. RAF then approves or disapproves. Key to the implementation our CSR projects is the importance of forming partnerships with other stakeholders (Respondent 12, November 2020)

The private sector through CSR is known to bring added value to the efforts of traditional development actors such as development NGOs. For example, Kenny and Patel (2017) state that the application of the private sector's technological know-how is seen as crucial to solving the development challenges that we face today. These authors call for multi-stakeholder partnerships by donors, where an increasing number of development NGOs are seeking opportunities to collaborate with businesses in finding new, innovative solutions for global development problems. This study maintains that it is critical for RAF to form partnerships with other CSR initiatives within the private for collective impact and expanding resources from different sources.

Contrary to common belief, NGOs have a long history of private sector collaboration, ranging from business philanthropy to what Sanders (2016) has called “working collaboration”. Philanthropic collaboration has typically been managed by NGOs’ fundraising units and focuses on the amount of incoming money from businesses. According to Hakkarainen (2020), presently funds obtained from businesses have supplemented decreased donor funding, helping NGOs to carry on their development interventions in the Global South. More and more NGOs have either started or are planning to start a more profound collaboration with the private sector to tackle complex development challenges.

One respondent explained that RAF has implemented CSR programmes through CSR strategic partnerships with other CSR partners and said:

As RAF we have partnered with Ukhozi FM in donating wheelchairs to Zamimpilo special school (Respondent 13, November 2020)

According to Babarinde (2009, 364), government alone cannot tackle these challenges hence the importance of collaborative development advanced in this study. Thomas (2014) maintains that there is a need for other stakeholders, particularly non-state actors, to become involved in working towards building a vibrant, secure and stable business environment that would translate into strong communities, which in turn, create sustainable business opportunities. Rampersard (2015), explains that businesses need to become more socially responsible by taking into consideration the interests of society and taking responsibility for the impact of their activities on their various stakeholders and the environment. However, this study maintains that partnerships ensure collaboration that reduces exorbitant capital expenses, avoids duplication, and increases the social impact of CSR initiatives.

4.5 Challenges in implementing corporate social responsibility at the RAF

The findings under this section reveal that RAF CSR has its implementation challenges. Findings reveal that for CSR interventions to have impact, there is a need to explore challenges.

4.5.1 Gatekeepers as facilitators and a hindrance to CSR implementation

According to Preuss, Barkemeyer and Glavas (2016) state organisations practicing CSR are faced with the challenge of serving and servicing different stakeholders with different expectations. This situation often exposes companies to competing and sometimes contradicting environments in which they do business.

Mariri (2012: 2) states that despite the apparent acceptance and acknowledgement of CSR practices amongst multi-national organisations operating on the African continent, corporations are challenged by the fact that they are confronted with an array of stakeholders' CSR expectations that are not uniform. This study argues that open communication and awareness on the organization's CSR focus is critical in addressing unrealistic expectations from stakeholders. Mariri (2012), explains that the different stakeholder's expectations may lead to conflict that hinders CSR implementation. In South Africa corporations face challenges of diverse stakeholder expectations which may include entrepreneurship development, human resources development, education, health-related issues, which provides pressure for CSR organisations to priorities focus areas in line with their CSR policy and intervention (Anwana,2018).

In support of this finding, interviews with participants identified traditional and political leaders as important gate-keepers that could potential enable or hinder CSR implementation. Clark (2011) describes a gatekeeper as someone who controls access to a community, an institution, or an organisation such as a school principal, managing director, political or traditional head.

For example, participant 3 had this to say:

Sometimes we are going to Limpopo to build a school in a rural community. When we want to build a school in Tzaneen and there is no NGO in Tzaneen that can build a school, the local traditional leadership will want us to use companies from Tzaneen not understanding that we use only NGOs not businesses to implement projects. Sometimes a project is delayed because of such challenges. (Respondent 14, November 2020)

There is nothing in the Constitution and other policy documents about the specific role traditional leaders are required to play in the CSR provision in their communities (Koenane, 2017). According to Mbokazi (2015), traditional leaders have a history of working with the structures that govern development in rural communities. Therefore, CSR has to acknowledge the historical importance of traditional leadership when implementing CSR. Amakhosi (chiefs) are important change agents when they are respected within rural communities (Koenane, 2017).

Another participant expressed the challenge of political interference when it comes to CSR implementation. She explained that challenges sometimes emanate from stakeholders they have to deal with like political stakeholders. For example, she said:

When we implement a project we need to do some groundwork. The first place where RAF beneficiaries land in the hospital is the emergency unit. We have to first engage the KZN DOH and they will refer us to the MEC for buy-in. It is only then that we can engage with the Chief Executive Officer of the Hospital. Sometimes you will find that the MEC is not fine with a particular CEO implementing the project and is aware that the contract for the current CEO is expiring. The MEC may delay the project until the appointment of the new CEO. (Respondent 15, November 2020)

The words above are in line with the stakeholder theory which stresses the importance of managing pressure and expectations from stakeholders in the implementation of CSR. According to Thomas (2014) there is a need for other stakeholders, to become involved in working towards building a vibrant, secure and stable business environment which would translate into strong communities, which in turn, create sustainable business opportunities. Sacconi (2012,14) identifies stakeholders as individuals who have a stake in the company because they have made a specific investment, such as financial, social, or environmental capital, human capital, physical capital, or human capital and the development of specialized technology.

Wixley and Everingham (2010,163) explain that accepting more stakeholders than simple shareholders necessitates managing other stakeholders including consumers, suppliers, and staff., as well as the media. This theory is seen as critical in this study because of its inclusiveness and involvement of all stakeholders. According to Freeman (1984), the stakeholder theory positions CSR beneficiaries to be comprised of different beneficiaries such as staff, government, communities and non-government organisations (NGOs). Rampersard (2015) explains that Organizations need to take social responsibility more seriously by considering societal interests and owning up to how their actions affect different stakeholders and the environment. However, this study argues that the involvement of political leadership in CSR implementation should enable rather than frustrate the implementation of CSR programmes.

This study argues that gaining entry into a community and establishing trust are vital components of CSR (Miller and Bell 2012). A gatekeeper is variously described as someone

or something that controls access to an organisation or institution; or monitors, selects, and withholds information (Singh and Wassenaar, 2016).

Therefore, political leadership and traditional leadership in this study were found to be gatekeepers who are the points of contact for individuals outside the organisation or community which link the organisation with the outside environment and internally when it comes to CSR implementation. In other words, these gatekeepers fulfil liaison and coordination roles but have to be managed successfully. The study is of the view that gaining access to and co-operation from an organisation and community is a complex, layered process that involves gatekeepers each with possible positive or negative influence on CSR implementation success.

4.5.2 Limited CSR budget as a challenge to CSR implementation

A challenge that was expressed by the CSR practitioner was that needs are always more than CSR budget allocation

The biggest challenge is the need. The ability to spread the little that we have to meet the need out there. The money will never be enough. (Respondent 2, November 2020).

A probing question was posed, asking how do RAF CSR deals with the challenge of limited budgets to implement and support programmes. The CSR practitioner responded and said:

If I could talk about the challenge on the money. We try and maximise on the money that we receive. When I talk about maximising I am referring to partnerships that we form as the Fund. For example, we will be building a laboratory for a school in Bizana. We will say the school needs a laboratory and request other businesses to contribute in doing other things to allow the school to realise its dream. Nedbank will come in and do its part, MTN may also come in and contribute and RAF will also do its part. In the end, you will have three companies working in partnership thus expanding our impact with little capital than if we were only doing the project by ourselves. (Respondent 2, November 2020)

4.6 Limited monitoring and evaluation of CSR projects at RAF.

One respondent who works as a CSR practitioner revealed that there is limited focus on monitoring and evaluation. Data shows that there is no clear Mand E strategy or model that is followed. One participant had this to say about monitoring and evaluation:

Every project that we do is monitored by us as staff members. If there is a school that is being built. We will say the school was started in January and has to be completed in October. We will check progress step by step and check when are they putting the roof and closing of the project. RAF also does an impact assessment. Impact assessment is done by an external party to assess impact of our programmes. (Respondent 11, November 2020)

The monitoring and evaluation is not done by an independent team or department but the CSR department implement projects or CSR initiatives and conduct MandE themselves. This is effectively a classic case of a referee and a player in a match. This study finds this situation to be problematic and proposes remedial action that seeks to install monitoring and evaluation systems external to the implementing department to ensure objectivity, impartiality and reliability of Mand E processes at the RAF.

The Road Accident Fund has a monitoring and evaluation department at our Head Office, however, this department does not do MandE to CSR projects. CSR MandE is mainly left to the CSR department. I believe that this is risky. (Respondent 15, November 2020)

This study argues that RAF has to take its CSR initiatives seriously and not perceive it as a nice to have project within the organisation. Limited Mand E processes within the RAF highlights the organisations lack of commitment in monitoring and evaluating the effectiveness of CSR initiatives and their impact in communities. CSR should not be about meeting the requirements of reporting in the organisation's Annual General Report. For example, Carroll (2008,42), posits that for CSR to be successful organisations need to prioritise and embrace CSR monitoring and evaluation (MandE) as being vital to their future performance. According to Hafenbradl and Waeger (2017), if managers consistently view CSR as simply a cost, companies will refrain from implementing CSR initiatives. Thus, organisations need to develop indicators to help in measuring and evaluating the achievements and contributions of CSR in the firm's financial performance (Mersham and Skinner,2016). Trialogue (2014,127) emphasizes the importance of MandE in CSR when stating that M andE reporting needs to move from the sharing of happy stories to showing demonstrable, provable and verifiable results of the impact of CSR implementation on the company's triple bottom line.

The Trialogue handbook (2018), shows that CSR spend in South Africa has been constantly increasing over the years. This study argues that key stakeholders in organizations may only understand the impact of CSR programmes if CSR is monitored and evaluated. According to Prasad and Kumar (2011), monitoring and evaluation (MandE) of CSR activities provide organisations with a mechanism of learning from past experiences, improving service delivery, strategic planning, maximizing resource allocation and showing results as a way of accounting to stakeholders.

Trialogue (2014), presents a number of benefits for implementing CSR monitoring and evaluation in South Africa. First, it enables justification and business case for CSR. Second, measuring and evaluating CSR can be used to substantiate a perception about the CSR initiatives. Third, MandE can assist CSR managers in taking difficult decisions and in making necessary changes to the programme. Fourth, Measuring and evaluating CSR can assist in meeting the requirements of integrated reporting.

Fifth, it can assist organisations and CSR practitioners to identify challenges and take measures aimed at rectifying difficulties associated with CSR implementation. This is impossible if there is only limited monitoring and evaluation that is done. The finding in this study reveals that monitoring and evaluation(MandE) at RAF is conducted mainly by CSR staff internally which means that staff implement and also evaluate CSR programmes putting them in a position where they act as referees and players. Despite this limitation, CSR at the RAF has impacted positively in the lives of the beneficiaries. This study argues that organisations need to formulate indicators to help in measuring and evaluating the achievements and contributions of CSR in the firm's fiscal performance (Skinner2016, 118).

Trialogue (2014, 127) argues in chapter two that there is no way that CSR can truly reflect its impact without showing demonstrable, provable and verifiable results on the company's triple bottom line. This cannot be achieved when people implementing CSR programmes are also responsible for evaluating its impact. Prasad and Kumar (2011), argues that monitoring and evaluation (MandE) of CSR activities provide organisations with a mechanism of learning from past experiences, improving service delivery, strategic planning, maximizing resource allocation and showing results as a way of accounting to stakeholders.

Prasad and Kumar maintain that MandE can assist organisations to understand the realities of beneficiaries and perceptions about the business CSR interventions. According to Prasad and

Kumar (2011: 83), effective MandE requires regular field visits, review of reports, meetings with stakeholders as well as activity-based monitoring and evaluation.

This study advocates for the adoption of the Kellogg Foundation's 'Logic Model' or 'Theory of Change' model, which links short-term and long-term outcomes with programme activities, processes, and the theoretical principles of the programme as a good approach to MandE (Trialogue, 2014: 127). CSR program evaluators are increasingly using logic models to identify and measure expected results (Torvatn, 1999).

RAF implemented a record-management filing system in public hospitals namely Ingwelezane, King Edward and Port-Shepstone. Impact of this project resulted in a proper filing system. In 2018-2019 financial year RAF CSR contributed to the development of care-giver accredited introductory module. This project skilled care-givers to offer efficient service to the Road accident victims. In 2015-2016 another project is Kwazamokuhle special school where RAF CSR donated wheel chairs to disabled learners. This project improved mobility and quality of life for learners. In the financial year 2019-2020 RAF sponsored training of care givers in Ugu District. The project improved care delivery of post-crash care for road accident victims. (Respondent 10, November 2020)

Duff (2014), explains that the 'logic model' consists of three levels of results outputs, outcomes and impact, which are discussed below as follows: Outputs represent visible products of company activities on the beneficiary. For example, how many laboratories were built in rural areas? Output from a business perspective refers to socio-economic development points realised. Outcomes represent how the beneficiaries of the programme are affected as a result of the activities and output. For example, has there been an increase or improvement in the school results due to access to a laboratory?

Impact refers to the changes that occur as a logical consequence of the outputs and outcomes. It is the long-term impact of the project. For example, there has been a notable improvement in the educational system. In chapter two (Literature review), Duff (2014) explains that the impact from the organisation perspective is measured in terms of the enhanced competitiveness and sustainability of the company. Trialogue (2014, 128) contends that from an accountability and integrated reporting perspective, CSR requires proper measurement and evaluation to validate the expenditure and also realise the tangible social impact in order for it to become core to business strategy. Thus, this study argues that it is important for CSR to adopt an MandE

model that will be effective in measuring and demonstrating CSR impact such as the logic model proposed in this study.

4.7 Chapter Summary

This chapter presented the findings from the data collected from the interviews. The findings of the study were categorised and discussed under the following themes: The nature of how the RAF CSR focuses on the promotion of human rights and human dignity, CSR beneficiaries of the RAF, the importance of forming public and private partnerships, challenges in implementing CSR and limited monitoring and evaluation of CSR projects at the RAF.

First, the findings of this study suggest that the nature of CSR at the RAF focuses on the promotion of human rights and human dignity of accident victims. Second, the beneficiaries of CSR at the RAF were found to include people who were previously disadvantaged during the apartheid era, people that are needy, road accident victims and disabled people, women and school children, more especially those that live in rural areas. The study further revealed that the criteria for beneficiaries is set in the RAF CSR policy. Third, findings in this study revealed the importance of forming public/private partnerships in CSR practice and implementation at the RAF. Some of the benefits of forming partnerships included collaborations in CSR implementation resulting to shared project costs, shared human resources and greater impact compared to working in silos. Fourth, findings of the study revealed the challenge of gatekeepers as facilitators and a hindrance to CSR implementation. Another CSR challenge revealed in this study was the limited CSR budget as a challenge to CSR implementation at the RAF.

Fifth, findings revealed that there is limited focus on CSR monitoring and evaluation at RAF. Data showed that there is no clear Mand E strategy or model that is followed. This study argues that the RAF has to take its CSR initiatives seriously and not perceive it as a nice to have project within the organisation. Limited Mand E processes within RAF showed the organisation's lack of commitment to continuously review and assess the effectiveness CSR initiatives to ensure lasting impact in society.

In chapter five, the aims and objectives that the study set out to attain will be outlined. Conclusions from the study, as well as recommendations for CSR organisation managers and future research in the field and the limitations of the study are also set out in the next chapter.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is the conclusion of this study. It provides a synopsis of the study findings and sets out the recommendations from the study. It also highlights the contribution that the study makes to the body of knowledge in the context of CSR within private entities in South Africa and sets out possible areas for further research in the field.

5.2 Findings and recommendations

Based on the findings of this study as outlined in Chapter 4, the following conclusions are drawn.

Findings of this study led to the conclusion that the nature of CSR at RAF is guided by policies that focus on promoting human dignity and human rights of road accident victims and disabled people even if they were not involved in motor vehicle accidents. The CSR focus area at the RAF are health (post-crash care), education and skills development and strategic intervention (road awareness, road shows). The absence of a clear model that guides CSR at the RAF will continue to present a challenge for implementation and evaluation of CSR initiatives at the Fund.

The RAF follows a two-pronged approach in its CSR programmes. Firstly, the fund provides once of support or grants to deserving beneficiaries for example giving away wheelchairs to communities. Secondly, the RAF also strives to form partnerships for long term funding and sustainability for deserving projects for example a hospital filing system introduced for some hospitals.

The criteria for beneficiaries is outlined in the RAF CSR policy. Beneficiaries of the Road Accident Fund CSR are people who were previously disadvantaged during the apartheid era, people that are needy, road accident victims and disabled people, women and school children, more especially those that live in rural areas. This study recommends that the criteria for

beneficiaries needs to be reviewed from time to time based on the outcomes of the monitoring and evaluation process. Another critical element that needs to be included in the criteria is the question of sustainability and social impact as a critical element in the criteria and identification of beneficiaries.

The first challenge in the implementation of CSR at the RAF revealed by this study is limited CSR budget versus vast needs in the communities. This study acknowledges the fact that no CSR budget will ever meet the need on the ground. Therefore, the study recommends that CSR at RAF should always prioritise partnerships with other implementing agents such as government departments, non-profit organisations and other CSR stakeholders.

The second challenge discovered in this study is the finding that traditional and political leaders are important gate-keepers that may hinder or enable CSR implementation.

The study concludes that traditional leadership has played a critical role in supporting development in rural communities over the years of rural marginalisation in South Africa. Similarly, political leadership with narrow and individualist interests may pose a challenge to CSR implementation where CSR implementation is frustrated and hindered to ensure resources and programmes are driven to and by certain preferred individuals favoured by political leadership.

The absence of clear guidelines or strategy from the RAF in terms of how CSR stakeholders like private and public sector, non-profit organisations, traditional and political leadership may interface with RAF CSR, especially when dealing with issues of social and human development, will continue to present a challenge and requires immediate attention.

Contrary to the highlighted importance of Mand E in CSR literature and practice, the study concludes that Mand E still need to be refined and inculcated in the RAF CSR practice and implementation. Findings revealed that there is no clear CSR Mand E strategy or model adopted at RAF. However, the findings point to limited MandE activities mostly carried out within the CSR department, unfortunately only by CSR practitioners themselves. To ensure objective and unbiased Mand E processes at RAF, a strong focus on external Mand E process is recommended. Furthermore, MandE should feature in the CSR annual report. The absence

of rigorous Mand E at the RAF shows minimal commitment of the organisation in ensuring sustainability of its CSR initiatives.

This study concludes that for CSR to thrive and have wider social impact, partnerships with other government organisations, non-profit organisations and other CSR implementing businesses should be at the core of RAF CSR model. This has potential to avoid duplication of CSR services and resources but also ensure project sustainability and stretch limited CSR budgets to have wider social impact and reach.

5.3 Contributions of the study

The contribution by this study is specifically in the practice and implementation of CSR within public entities. The study further provides methodological contributions for research into CSR within the South African CSR public entity space. Firstly, the study contributes to a discussion and dialogue on the effective implementation of CSR initiatives within public entities in South Africa. There is a dearth in literature that explores CSR within public entities globally and in the sub-Saharan Africa. This study contributes addresses this gap and points to the critical role that CSR within public entities should play in advancing developmental goals of South African communities.

5.3.1 CSR theory contributions

One of the contributions of this study lies in the utilisation of CSR theories in expanding knowledge on CSR practice within South African public entities. For example, the stakeholder theory (Freeman, 2004) in this study states that organisations have a social responsibility that requires them to consider the interest of all parties affected by their activities. Another unique and important contribution of this study is the finding on the criteria for selecting beneficiaries, challenges in CSR implementation and MandE at the RAF as a public entity. This study goes further and explore challenges experienced during CSR implementation and offer recommendations in addressing the challenge of limited CSR budget and interference of political and traditional leadership in the implementation of CSR.

A further contribution made by this study is revealed in the limited practice of Mand E within RAF and the importance of introducing external MandE processes that will ensure objectivity, fairness and improvement of CSR practice within public entities. The RAF CSR department

cannot continue to assume the role of referee and player simultaneously in CSR M and E. This study argues that the findings and recommendation contribute to the pioneering scholarship on CSR within public entities in South Africa that works, especially since most CSR studies and literature focusses on CSR in business organisations not public entities.

5.4 Recommendation for further research

This study recommends further research on CSR within public entities. The proposed research should include action research that will test the utilisation of the proposed recommendations and limitations presented in the above section. Research on effective monitoring and evaluation within public entities CSR is recommended to ensure sustainability and lasting impact of CSR initiatives.

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