



CELEBRATING STRATEGIC CSI

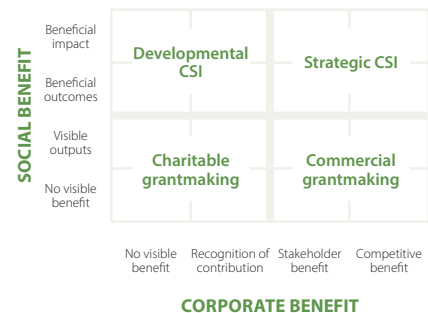
For corporate social investment (CSI) to be strategic it must have positive developmental impact that is aligned with and contributes to the priorities of the business. Since 2014, the Trialogue Strategic CSI Award has recognised projects that exemplify best practice. Through this award, Trialogue aims to encourage CSI practitioners to think more strategically when planning and implementing their initiatives.

Learn more about what constitutes strategic CSI and find out more about the winner of this year's award.

Dialogue's CSI positioning matrix

Based on years of experience, Dialogue has developed and refined a CSI positioning matrix, with multiple criteria behind each axis, that allows companies to position their projects according to their social and business results, and to allocate CSI funds strategically across the four categories of giving. This award seeks to identify projects that best demonstrate 'Strategic CSI'.

Strategic CSI projects deliver a high combination of positive social and business outcomes. While developmental CSI offers beneficial social outcomes, it does not always have significant corporate benefits. Similarly, commercial grantmaking prioritises corporate benefit over social return. Charitable grantmaking is typically more reactive, with social and business benefits not usually measured.



Judging criteria

Companies submit entries for CSI projects that they feel are strategic, using a standard entry form. Each project is judged against its objectives, social benefits and corporate benefits, as set out below.

Objectives

Targets need to be practical and realistic. Projects should have 'SMART' (specific, measurable, relevant and time-bound) objectives.

Social benefits

Visible outputs: Evidence of short-term results that are immediate, visible and concrete (e.g. number of houses built, people trained, supplies or pamphlets distributed, community members treated, hours of service delivered, etc).

Beneficial outcomes: Evidence of specific changes in behaviour, knowledge, skills or wellbeing of the project beneficiaries. Medium-term developmental results that are the consequence of achieving a specified combination of short-term outputs (e.g. behaviour or attitude change, new knowledge or skills, improved grades, reduced isolation, improved access to health services, etc).

Beneficial impact: Evidence of broader long-term (three years or more) consequences of the project. Community, society or system-level changes that are the logical consequences of a series of medium- and short-term

results (e.g. improved effectiveness of the education system, reduction in HIV prevalence, new social norms, more educated/healthier population, inclusive decision-making, lack of stigma, increased capacity, etc). Government engagement, lesson sharing and advocacy are also taken into account.

Corporate benefits

Recognition of contribution:

Recognition of the project that improves the company's reputation. This can include recognition of expenditure as socioeconomic development in line with the Broad-Based Black Economic Empowerment (BBBEE) Scorecard, as well as internal and external communication of the project.

Stakeholder benefit:

Meaningful engagement with key business stakeholder groups in the funding, design or management of the project that improves the company's relationship with that stakeholder group. Stakeholders can include communities, regulators, government, suppliers, customers or employees.

Competitive benefit: Project benefits that enhance the competitiveness of the business. This can be done by securing a licence to operate, opening up new markets for the business, introducing new products, reducing costs by developing suppliers or leveraging corporate resources, or securing specialised talent.

About the judges

Anthony Wilson-Prangley

lectures in the area of leading social change, with emphasis on the dynamics of leadership, human behaviour and diversity. He has experience in the areas of business in society, social entrepreneurship and public leadership, and helped to build the Centre for Leadership and Dialogue at the Gordon Institute of Business Science. The centre focuses on the context and capacities required for leading complex societies. His professional interests include the study of democracy in countries in transition, social change in the contemporary era and active citizenship.

Makano Morojele

headed the Skills Development Unit at the National Business Initiative (NBI) since 2011. She was responsible for the strategic direction and management of the Unit to foster meaningful partnerships between technical and vocational education and training (TVET) colleges and industry, with a view to create a framework for demand-led curriculum design and delivery. Makano holds a Master of Education in Curriculum Development from Queen's University, Canada.



The Dialogue Strategic CSI Award 2019 was conferred on Investec for its Promaths programme (pages 86–87).



Promaths by Investec

Winner of the Triologue Strategic CSI Award 2019

Promaths provides extra maths and science tuition for black learners in grades 10 to 12, at under-resourced schools across South Africa. Investec supports Promaths centres, run by implementing partner, Kutlwanong Maths, Science and Technology Centre, in townships and rural communities in six provinces. The programme supports learners who show potential in maths and science to produce results in these subjects that will enable them to gain entry into scarce skills studies and careers, as well as access funding for tertiary studies and, ultimately, become active economic participants.

Founded in 2005, Promaths is a partnership between Investec, Kutlwanong Maths, Science and Technology Centre, and the Department of Basic Education (DBE). Kutlwanong is responsible for the recruitment of maths and science teachers and learners who show potential in these subjects; teacher development, including workshops and weekly subject meetings for more than 2 000 teachers; monitoring and evaluation; and assisting learners with career planning. The DBE recommends feeder schools in each of the districts where the programme operates. The Promaths programme operates a total of 22 centres in seven provinces.

Social benefits: Boosting matric results and tertiary participation

Investec funds nine Promaths centres in six provinces and, since the programme's inception, the company has funded around 7 500 participating learners. Grade 10s, 11s and 12s spend six, eight and 12 hours in extra lessons each week, respectively, which amounts to a total of 40 weeks of additional support annually.

In 2018 alone, Investec funded 3 960 Promaths learners from 379 schools, 1 176 of whom wrote matric maths and 1 173 of whom wrote matric science exams. Matric results showed substantial improvements among learners compared to when they first joined the programme in grade 10, in 2016. The Promaths matric cohort's pass rate in both maths and science in 2018 was 99% – up from 77% in maths and 83% in science in 2016.



A total of 267, or 23% of learners who wrote matric maths, obtained distinctions for maths and 412, or 35% of learners who wrote matric science, obtained distinctions for science – constituting 5% of the country's matric distinctions in maths and science.

Promaths learners, including those from non-Investec-funded centres, contributed approximately 7% of the country's matric distinctions in maths and science.

The company's longstanding partnership with the DBE around Promaths programming has fostered a relationship of trust and collaboration that helps to secure government buy-in when Investec wants to pilot new programmes in schools.

Business benefits

As its flagship CSI initiative, 24% of Investec's South African CSI spend goes to Promaths. Internal and external PR about the programme contributes to the company's positive reputation.

Investec's support of the programme helped the company receive the full five points for socioeconomic development on the BBBEE Scorecard, contributing to its Level 1 BBBEE rating in 2019.

Research shows that the type of employees that the company wants to attract are drawn to businesses that give back to the communities in which they operate, and Investec believes that its commitment to the success of Promaths helps to demonstrate its commitment to the progress of our society. By investing in the success of scarce skills learners, Investec is also ensuring a pipeline of potential employees and clients.

In addition to group CSI funding, funding is also provided by the Investec Property Fund, the Investec Charitable Trust and the Entrepreneurship Development Trust which Investec supports. The company also plays an instrumental role in ensuring that Promaths expands through Kutlwanong's partnership with other corporate funders. Kutlwanong has established Promaths centres in partnership with companies such as Liberty, Royal Bafokeng Institute, Datatec, Aveng and Bankseta.

Judges' feedback

"This was a really strong application. Investec provided considerable detail across a number of areas of the marking rubric, based on many years of project monitoring and evaluation. The information is especially compelling in the social benefit category and has strong business connectivity and alignment."

Programme in numbers

R483 million Total company expenditure on project between 2005 and 2019

R34 million Total company expenditure on project in 2018/19

7 500 Investec-funded Promaths learners between 2005 and 2019

3 960 Investec-funded Promaths learners in 2018

Commendable projects

All Triologue Strategic CSI Award 2019 entrants are commended for their innovation and commitment to development in South Africa. However, since the focus of this award is strategic CSI, entries demonstrating direct and measurable social and business benefits were rated most highly. In addition to the 2019 winner, judges made special mention of the following high-scoring initiatives.

MySchool MyVillage MyPlanet

partnered with GROW Educare Centres to fund 10 new early childhood development (ECD) centres in Cape Town and Johannesburg. GROW's unique model uses the principles of micro-franchising to support ECD centres in under-resourced communities with curriculum development, equipment, intensive teacher training, business mentorship, financial management and governance, so that they are empowered to provide exceptional education. Companies that support MySchool MyVillage MyPlanet are able to present their brands as caring and engaged among the communities from where their future customers will come.

WNS Youth4Change encourages WNS employees to nominate under-resourced schools with sound reputations and that are within a seven kilometre radius of one of the company's seven sites. The schools that receive the most nominations and fit the criteria are chosen. WNS employees volunteer alongside implementing partner, Khulisa Social Solutions, to provide leadership programming and mentorship. In 2018, 11 WNS volunteers spent 196 hours on mentorship.

Pick n Pay School Club is an online educational platform that was started in 2003 to deliver curriculum-compliant support such as teacher guides, learner worksheets, posters, videos and recognition programmes. The platform has reached more than 3 000 schools, 100 000 teachers, 2.2 million learners and 3.4 million guardians across South Africa.

Judges said: "This is a good example of strategic CSI but the initiative is in too early a stage to properly evaluate. In a few years, with more data and results, this project could be a strong contender."

Judges said: "While good detail was provided about the partnership with Khulisa Social Solutions, there was not enough information on the corporate benefit of the initiative."

Judges said: "This application provided excellent information across the social and business benefit categories. However, there was insufficient proof of how this initiative leads to improved school performance."

Entries for the Triologue Strategic CSI Award 2020 will open at the Triologue Business in Society Conference on 22 April 2020. The entry form will be available for download from www.trialogue.co.za. Previous entrants are welcome to resubmit tweaked applications. Entries should explore what makes CSI projects strategic and provide evidence of the social and business benefits of the project. For more information, please email mahlo@trialogue.co.za. ■