

A Focus on Corporate Social Responsibility

Laverna Conference Minutes 26th and 27th November 2003

Sponsored by NIZA of the Netherlands and EED of Germany and jointly convened by the Bench Marks Foundation of Southern Africa for Corporate Social Responsibility (**BeFSA**) and the Industrial Ministry of South Africa (**IMSA**).

Introduction by John Capel

The Laverna Conference is held each year by IMSA. This year BeFSA was invited participate and to explore possibilities of networking around common programmes on CSR. IMSA is involved in industrial mission work with a focus on work and unemployment, both of which relate to the social concerns identified by BeFSA as key socially responsible issues that business needs to address. This formed the starting point of our engagement.

Fifty delegates from Gauteng, Mpumalanga, and the North West Province attended. The aim of the conference was to put CSR on to the map of church leaders at local grass roots level. For most of those attending this was the first time they had heard about CSR as it is fashioned in today's terms. The outcome of this was that more than half of the delegates committed themselves to an active engagement around CSR and a willingness to begin serious engagement with local businesses that will be coordinated by BeFSA CSR. Various business leaders were also invited but did not attend. Evidently, business is reluctant to attend these kinds of events and this is borne out by many such conferences that are unable to get significant business representation.

First speaker - Rev. Sebidi

Can democracy and politics alone determine a good life? What is the role of economics? Towards caring a stewardship.

He started off by saying that the church needs a renaissance and needs to question how it exercises stewardship. He then went on to say that we need to inculcate a sense of self where people start ruling themselves, or governing oneself. This is a value where one can determine one's destiny. But is democracy and politics enough to bring about a good life? Why it appears easier to get political independence, it is harder to go beyond this. Something is lacking in our independence. Discontent has arisen in minds of people. The struggle has not yet ended. 1994 was the beginning of the struggle for a better life.

We now face a new problem in SA. The question facing us is that we always have the poor, poverty is a perennial thing. Government is aware of this problem. Strategy after strategy has been tried. Early on, Mandela spoke a lot about nationalization and then softened this into the Reconstruction and Development Programme. The RDP white paper had a commitment to address poverty that is prevalent in SA. It is only possible to address poverty if the economy is placed on path of high and sustainable growth. If no growth in the economy there can be no meaningful scope for social progress. When in 95 the economy was not growing GEAR was introduced and adopted in 96(sic). Trade unions questioned the effectiveness of GEAR.

Although there have been gains through public service delivery, such as in water and electricity, the road is still long and arduous, especially if church does not have a strategy. Social grants are too low, and we are told that our population growth outstrips GDP.

Socially we are in the doldrums; crime, murder, and rape are tearing the nation apart. We are asked to accept that poverty produces this behavior. One does not rape one's three-year daughter because one is unemployed. Yes, poverty is escalating. Unemployment is at 40%. As hard as government tries it can't deal with this. How does the church of God intervene? The Church should be active in fight against poverty and deprivation. Is it the church's mission to intervene in economic issues?

What do we say to people about their desperate situation? Do we get them to blame government? We have job seekers not job creators. People must drop their plantation attitude. We are freer but there is deep discontent. Do we encourage them to blame this on lack of FDI?

Churches should open centers to people that are operated by professionals and identify shortages of skills of youth to allow skills transfer to take place. Partnership between churches, private sector and government needs to take place.

Brait Foundation - Collin Garryd

Colin Garrow is the Chief economist at Brait RSA.

The Brait Foundation assist children from disadvantaged communities and give bursaries.

Colin Garrow from the Brait Foundation gave an overview of the South African economy. He said that growth in the USA, Asia and Chinese Markets put SA in a good economic position. That lower inflation and interests rates boded well for SA, and we can expect to see a slightly higher growth rate for 2004. However, this forecast growth would be too low to absorb the unemployed. Also, South Africa is an export orientated economy and with the strengthening the rand our exports will and have suffered.

GDP growth in the 3rd quarter in USA grew by one percent with the Asian markets and in particular China growing. At present, South Africa is in a win-win situation. Base metal, like precious metals such as platinum is doing well. The New Year looks promising, and we can expect 3 to 3.5 % GDP growth next year. This year SA was hamstrung by high interest rates, but now they have been cut by 5%. National budget will see tax cuts in coming years. If economy grows more employment opportunities. If USA economy stumbles and falls, dollar weakness, rand strengthens. This effects exports but Gold becomes important. This is the best position the economy has been in for while, and the gold price is on a 7 year high. This allows for personal tax cuts. The Rand volatility is not good as this leaves uncertainty in the market. Currencies all over perform against dollar, and the Rand is doing best and has gathered 43% against dollar.

Economy growing but too slowly and no job growth taking place. The economic growth is too slow to absorb unemployment. South Africa is an exporter of commodities and what happens is labour is cut back for companies to remain competitive. Two areas companies are cutting back are in computer technology and employment. 9.11 resulted in a shift of money. Currency market too volatile. Everything is measured by GDP. In the past no structures in place to control inflation, now have Reserve Bank setting targets. Government inherited structural problems in 94. the Forward book used stood at R25 billion and now only R3 billion. When inflation high need high interest rates to control it. Now it is down 5%, and this allows for economic growth. Government lets market forces determine currency rates. Our vehicle exports challenge Korea's exports. Partnerships are needed to strengthen economy and probably a plan like the motor industry plan. There is money to skill people but economy not growing fast enough to absorb skills.

Economists look at public debt, and if 60% is a problem. This figure is now set at 40% of GDP. Japan has a public debt of 160%. Since the 70's the Rand has been a free floating currency and government is reluctant to interfere in exchange control policy. SA Reserve bank is an autonomous body and makes decisions independently of government. Speculators like high interest rates and have pushed up the money cost or price of Rand.

Trade Unionist. Speaker Joey Maseko Unity Incorporation

(First union formed investment co.)

Joey started by telling a story of Khayalitcha where people who are hunger stricken to make a case for social responsibility. He told the story of people from Khayalitcha who go to the suburbs and search dustbins for food. He then said that what we need is Integrated CSR that focuses on overcoming poverty and unemployment.

Socially responsible investment and infrastructure development

Community growth fund and Ideas fund was formed in 1992. Need to challenge socially responsible investment. Ideas fund looks at infrastructure, roads and the Community Growth Fund looks at unit trusts. Five trade unions established Unity Incorporation.

Objectives of Unity

- Transformation of society and economy
- Promoting social responsible investment and ethical use of funds.
- Trustees training
- Corporate governance through shareholder activism.
- Influencing legislation on Social issues.

Programme of action

- Train trustees and unity directors
- Develop diversified investment products
- Promote Good Corporate governance
- Vigorous shareholder activism at AGM's where deploy directors and mineworkers and treat them as shareholders and question remuneration of CEO salaries.
- Establish contact with oversea Ethical Funds

How does Unity Incorporation Work?

Unity has established partners with Syrets - 1992 and Nedcor\FT and Nedcor Investment Bank, and is presently using Old Mutual Asset Managers. This is done through Special Performance Vehicles and Unit Trusts run by unions with partners. Learnt in unions to take decisions and see that investment is managed properly. Build in transfer of skills and learn how assets are managed and also train shop stewards.

Structure with Old Mutual Asset Managers

CGF (Community Growth Fund), UNITY own 50 percent.

Old mutual Asset Management manages the assets and share spoils 50-50. This is not a special vehicle fund. If TU can do this, then the churches could do more.

Key features of CGF

Providing long-term sustainable capital growth and long-term growth in excess of inflation and making sure that the way this is done is accessible to workers. Unity trains worker leadership to have influence to choose investment. Companies are screened against various criteria as follows:

- Job creation
- Skills development and Employment Equity and Affirmative Action
- Good conditions of employment
- Sound environmental practices
- Health & Safety in the workplace
- Good corporate governance
- Economic and social empowerment

Unity believes that sound working practices lead to sustainable business.

How projects for investment are chosen

- Must be developmental in nature
- Diversify risk and risk management
- Economic empowerment of disadvantaged.
- Environmental impact
- Company project management and practice. E.g. labour practices that respect workers

How plough back

CGF through its CSI initiatives supports the Boys Town Street kids' project, some other child care projects and sponsors union conferences and training of trustees.

Is also involved in supporting a number of AIDS projects, Growth and Development Summit, and the Mining Project for ex miners in Lesotho.

Joey then raised issues he believes the church should be focusing on and outlined the issue of economic literacy as key empowerment issue. He said that youth should get together to discuss what they could do. There are many ground structures with economic literacy campaigns. To understand economy need to be literate in economic jargon. The Church needs to be decentralized to empower people. How do we bring youth into the church and offer them something that is viable to their lives. Churches need to provide services such as venues for liaison of youth and youth needs.

He then said that the Church is non-responsive to forums like this. How far are church leaders empowered at local level to empower youth. What is it in mainline churches that attract youth and what is about other churches (independent) that attract people? How can youth outside and inside church work together? IMSA needs to look at how it relates to youth and youth councils.

Funding determines priorities in this country and is influenced from outside country.

How does church relate to wealth and wealth accumulation? What is its attitude to UNITY? Need to find way to address these issues.

Dr. Mandla Seleokane (Ex Saldru) HSRC-Now at North West Technikon

Unemployment and poverty and the stark contrasts of nation building.

Mandla gave the example of mampara bricks (ugly, rough) and faces bricks (smooth and good looking) and said we can't all be face bricks? Basic requirements for life, is what human history and struggles are all about. The first historical act of man Karl Marx wrote is to produce. We need to produce to survive and to live a quality life. It tends to be those that produce the least that are comfortable in life. Workers build houses; motor vehicles and they do not have them. The inability to provide things that one needs to satisfy a socially acceptable way of life is not there for everyone. But we can't use this measurement to determine poverty as this can go against poor people and be used to keep people poor as we all cannot have cars.

The hunger report defines poverty as a shortage of anything that prevents your body from functioning properly. With unemployment one is inclined to say that it is a straightforward matter. But it is not so clear. One is defined as being unemployed if one has not looked for job in the past six weeks. But we know this is not important as many people are permanently unemployed and some have given up hope of looking for work. The SACBC in its economic pastoral statement said that 53% of the population lives in poverty.

What are we saying about the topic of nation building? Past regimes were not keen on building a nation. We have had 10 years of democracy. Is it correct to talk of stark contrasts of nation building? Santie Terreblanch said that ANC government could have taken old laws and without passing any new laws could have done more than they have done. The Black Economic Commission saw that business was keen to promote BEE as they were scared that a new government would do something. At the time government was not doing much and relaxed. Business had expected to be put under a lot more pressure. This tells us that government could have done more. One must ask the question whether if BEE was promoted in SA by government from 1994 onwards whether we today would have been in a different position.

After several debates in BEE commission it could not resolved if BEE was for elite, or for a broader based populace. Ben Turok of the SACP raised many questions about the elite nature of BEE historically and said it must be controlled otherwise there could be an increase the number of exploiters or at a minimum only changing the face of exploiters. Maybe we can influence how things are carried out.

The power of the Rand is also worrisome, as started to decline in 1987, and now this process as been reversed. When power of Rand fell jobs were lost and when the Rand gained jobs did not increase. This is a contradiction and does not make sense. If their (business) problem is super exploitation business must come forward and be honest. Pres Mbeki says Gold fetches more than 100 dollars an ounce. If Business not satisfied with this, then they must tell us what their problem is. If we are the cheapest gold producing country in world, why are we losing employment? What can be done to alleviate poverty in SA?

We have the best constitution in South Africa. It enshrines social and economic rights that include health rights, the right to work, sanitation access and access to clean water. It should be possible to use these rights to address poverty. Constitutional court addresses this in a problematic way and reverses things by giving judgments that go against social and economic rights guaranteed in constitution, and justifying its findings on the basis of the affordability and the capacity of the State to deliver.

We need to redirect resources as it is not right that the people we elect drive Mercedes Benz. The resolution of poverty is not something that should be postponed indefinitely. In fact the national budget determines what constitutional rights will be taken seriously. Poverty is growing in SA for a number of reasons, and largely because of the political and economic compromise and the shift from RDP to GEAR that satisfied business and international demands. In the midst of what we see is some growing rich, others poorer.

Day Two Launch of the Global Bench Marks

John Capel (BeFSA CSR director) gave an overview of the day and the launch of the global Bench Marks. Arch Bishop Desmond Tutu officially launched the Bench Marks Foundation of Southern Africa in 2001 and the keynote address was delivered by Businessman, Saki Macizoma who pointed to the great need for CSR in South Africa. John said CSR measures whether a company is acting responsibly in terms of how it does business, and rewards businesses that act in a socially and environmentally responsible way. He gave the example of Institutional investors in the USA who will not invest in companies that have sweatshop labour practices, pay low wages to workers and have CEO's that earn exorbitant salaries. That in SA, responsible business behaviour is slowly gaining momentum. We have the JHB stock exchange initiative, the King 2 report on governance and triple bottom line reporting and legislation on BEE. This forms part of the transformation agenda in SA.

He then emphasized that BeFSA will be looking at the ethical investment of church funds, developing local benchmarks around alleviating and eliminating inequality, including BEE and racism. BeFSA will be promoting the global Bench Marks as a tool of measurement for responsible business behaviour, and looking at SA MNC's expanding into Africa and holding them accountable for the same standards and conditions of employment as in their host country. CSR opens doors and creates gaps for engagement to address the legacy of the past, and to promote CSR as a way of addressing past wrongs. Past distortions in the way business operated cannot be ignored and now is the time to engage in a positive way to bring about meaningful change that spreads the benefits of business and offers more people hope and a chance in life.

Dr. Rapesu Mamabolo On Black Economic Empowerment (BEE)

He started off saying that BEE was polluted with many definitions that were contested and not all were part of our vision. Often companies looked outside for charismatic leaders and that this was not BEE. The present form of BEE since 1994 has been to create an elite few who benefit and this has not addressed poverty and unemployment, and questioned whether it could as business is about multiplying itself.

GEAR expects people to wait 15 years before it delivers any benefits. If have to wait 15 years we will only see graveyards increasing and this is unrealistic. He said we need to challenge the broad-based side of BEE under GEAR, as GEAR was a system for the benefit of a few. GEAR expects

people to work harder and already people are overworked, and if we follow the Japanese route, we must be aware that Japan became an economic giant at the expense of people. The petty bourgeoisie can't be trusted with economic empowerment and are an unreliable force and will betray workers in their own interests of greed. Their em-bourgeoisement traps people. The only way CSR is going to work is if it is not voluntary.

Business has flourished due to our apartheid history and we need to legislate CSR, and in this way civil society can drive the agenda. The trickle down theory does not work as nothing trickles down. Bishop Abrahams said that we need to go back to basics and build self-reliance and use BEE as a tool to empower people. Black consciousness was intended to make people self-reliant and to recognize their inherent dignity. Through BEE can hold government to its promises. Employment Equity and Affirmative Action only work in the public sector. The private economy is dictated to by outside forces. We must see Broad Based BEE as the struggle for the realization of the mass of poor people's aspiration for better life.

Prof. Mollie Painter-Morland - Keynote speaker for the launch of the global Bench Marks

Prof. Dr. Mollie Painter Morland is the director of the Centre for Business and Professional Ethics at the University of Pretoria and Associate Professor in the Department of Philosophy at Tukkies. She teaches in business ethics and assists corporations and public service departments in ethical management programmes and the development and implementation of codes of conduct. Her research focuses on the skills required to facilitate moral values in pluralistic environments.

Ethics - what does it mean?

Sustainable businesses need to become reality and there is case for sustainable business practices. The King 11 report along with the JSE listing empowerment ensures that business cannot ignore sustainable practices.

Ethics is about not making money at any cost. Workers, professionals and the environment need to be considered. Thus there is a need to balance the interests of various stakeholders, taking into account moral values and principles.

Corporate governance is the means of ensuring due and adequate control over the strategy and direction of an organisation and the stewardship, use and disposition of its assets – both financial and non-financial – in achieving its key objectives.

PricewaterhouseCoopers defines values as things that make our society function properly and a way of developing society. E.g. honesty. Values guide our judgment and belief system and set standards and criteria by which we operate. Values are about what is just. Business often believes that business ethics is an oxymoron. But today we know that companies that operate unethically go under. Business often believes that if they apply the law that this equals ethical behaviour. Legality does not equal morality. Complying with the rules is not enough.

King Two Report of Corporate Governance

King 11 guidelines on corporate governance arise from the institute of directors. Its focus is on integrated social responsibility. It is a vehicle to argue with business but need activism to support it. The king 11 report focuses on triple bottom line reporting. This needs auditing and 'accounting practices' to ensure it is done. All companies have risk management but need to incorporate ethics as part of risk management as well as compliance and enforcement. Leadership and commitment are needed from the top down. Business ethics limitations need to be challenged by professional ethics. The natural and social environment along with financials needs to be reported on.

Codes of Conduct

Ethics needs to be interpreted in different areas into codes of conduct. For example, for employees the company needs to have an employment relations policy as well as on human capital policy. Safety, health and the environment likewise need to be governed by codes of conduct. Societal transformational issues are another area and ethical practices and organizational integrity. HIV/AIDS is an example, and will need to have a policy and code of practice showing how the company conducts awareness campaigns both for employees and families. When

performance targets are set is ethics considered as part of this. All of this has to do with organizational integrity. Companies tend to whitewash these issues with nice sounding policies statements, and we need to ensure through civil society activism that business practices are sustainable.

Stakeholder involvement

Companies need to report to stakeholders and the King 11 report promotes dialogue. Companies can't only talk down but need to listen and interact with stakeholders. Oversight mechanisms are needed to ensure this happens. This need to be put into a code of conduct and then people will need to be trained and able to implement the code. Thus business needs to disclose the nature and extent of commitment to social, ethical, safety, health and environmental practices as well as organizational integrity and report to stakeholders. Boards will need to take account of current business environment, including aids, black economic empowerment, procurement, investment, and human capital development, ETC.

The role of civil society is to engage with business as business cannot pull codes of conduct down from a website. They need to be developed in context and in consultation with employees and communities. The company will also have to enter into dialogue with institutional investors to draw up and implement these codes. But finally will need to show that ethics is central to business. South Africa is a society that complains to little on how business conducts itself.

Role of BeFSA

BeFSA can play an important role by getting business to buy into the Bench Marks but this will need lobbying. Business will do these things but to enhance reputation and this is the wrong reason. Oversight is needed and the King 11 report can be used to ensure business has integrated CSR programmes. We need to go beyond green washing in SA and ensure that social issues are addressed, like wages and HIV/AIDS.

Questions and discussion on how to engage business?

Look at Public Relations officer. If it does not work mobilize civil society. Look at Corp watch Website. Post docs there on company's behaviour. Triple bottom line reporting must be encouraged. BHP Billiton has a focus on HIV/AIDS and is doing work in communities. They use the GRI that has external oversight mechanisms. Need to disclose bad business behaviour and make it public. To do this can do studies of corporate reports and to what extent they comply and what issues they report on. Do proper research and get facts. We also need to distinguish between aspiration benefits vs. prescriptive.

Another problem is how SMME's are protected from encroaching big business, e.g. Shoprite Checkers? Even when checkers not in Soweto people will travel to the nearest Shoprite Checkers. We need to consult with local business formations and for example, Nafcoc exists in Soweto and they can be consulted. However we need to recognize the fragmentation of vendors as a problem. To overcome this need to promote black consciousness and link this with BEE which needs to link to community empowerment.

How do we access the effectiveness of CSR?

A business can take 10 children out of 1000 and make them part of the system. But what impact does this have on those not included? What is needed is an engagement structure. Many corporation promote sport sponsorship but this is merely a marketing tool and not necessarily social responsible behaviour unless communities have been engaged with. No engagement no CSR. We also need to structure 5-year plans around community up-liftment to increase local buying power and thus support the development of SMME's . Dialogue is crucial for meaningful CSR programmes. Who reps community?

Another key focus is information disclosure. Idasa wants to know who is sponsoring political parties. Likewise BeFSA can also demand information on what companies are sponsoring and how they have gone about this.

Bishop Jo Seoka Key note address - Laverne Conference 28th November 2003 on the occasion making known the Global Bench Marks delivered by John Capel

Corporations around the globe now face the prospect of uniform standards and expectations from religious groups, other concerned investors and advocacy groups on a comprehensive range of issues, including sweatshop labour, pollution control and access to affordable pharmaceuticals, including HIV/AIDS medications. Ten years in the making and released earlier this year, "Principles for Global Corporate Responsibility: Bench Marks for Measuring Business Performance" (<http://www.bench-marks.org>) is the work of a diverse global coalition of religious organizations and advocacy groups.

The "Global Bench Marks" are expected to focus and significantly increase the pressure brought to bear on corporations that fail to practice corporate social responsibility on major matters of concern. The work of 53 delegates from 22 countries, the new report stands alone as an across-the-board measuring stick for the conduct of global corporations. The "Global Bench Marks" call for the development of a human rights policy based on the Universal Declaration of Human Rights; respect for the dignity of every person; for workers' right to organize a union and bargain collectively and for all core labour rights as defined by the International Labour Organization; a new relationship between corporations, communities and ecosystems; preservation and protection of the environment for present and future generations; and commitment to the principle that every worker has the right of access to health care, accessible and affordable medicines, including antiretroviral for the treatment of AIDS.

South Africa has a particular history in which business benefited significantly from apartheid laws and made huge profits at the expense of black workers. Today the country has one of the highest income inequalities in the world with one of the fastest growing gaps between rich and poor. Unemployment has grown in the last 6 years by 1 million. Our environmental laws are weak and non-existent in many areas.

The dawn of democracy in South Africa brought many benefits but life for the majority of people remains an experience of deprivation, unemployment and daily struggle of survival. Although GDP growth is at 2 to 3% a year, this has been jobless growth. Income inequalities have grown, and the share of income of the poorest 60% of households has dropped by 15%.

Environmental safety standards have long been a contentious issue, with many workers and communities being subject to appalling health hazards, like Thor chemicals water poisoning through mercury waste. During apartheid, Shell and BP set up oil refineries in the South Durban Basin, polluting the environment by pumping up to 45 tonnes of sulphur dioxide into the atmosphere everyday, resulting in half of the affected communities suffering from respiratory problems.

South Africa is also caught up in the global economy and finds it having to address the twin sides of globalisation. Competitiveness and attracting foreign direct investment, which means lowering of environmental and labour standards, and on the other hand, addressing poverty and social exclusion, remnants of apartheid, that are made worse through the globalisation process.

In 1993 the churches under the auspices of the South African Council of Churches mandated that a ethical code of business conduct be drawn up focusing on past socio economic imbalances, structural anomalies in the economy, and one that will address the injustices of apartheid. The emphasis was on democratic participation in decision-making processes by workers, communities and all affected stakeholders.

Involving other faith communities from around the world, Bishop Jo Seoka along with IMSA, ESSET, CDT, and C&W-SACBC took this process forward resulting in the establishment of the Bench Marks Foundation of Southern Africa, for Corporate Social Responsibility (BeFSA CSR). Working with our international partners, BeFSA has endorsed the round three of 'Principles for Global Corporate Responsibility: Bench Marks for Measuring Business Performance'.

Our objectives are to address both the unequal globalisation process and the historical consequences of apartheid, to build a new relationship between business and civil society, one that is to the benefit of workers, civil society and business.

Through the 'Bench Marks' "Principles for Global Corporate Responsibility, Bench Marks for Measuring Business Performance", as a practical way to assist business to implement the Global Compact, the Johannesburg Securities Exchange CSR index and other important voluntary initiatives focusing on corporate social responsibility.

The 'Bench Marks' will be promoted amongst churches, NGO's, community groups, and organisations involved in the field of CSR as a tool to assist in the measurement and impact of companies behaviour and corporate social responsibility programmes.

Our Mission statement reads

"Committed to providing leadership and advocacy on issues regarding benchmarking of good corporate governance, ethical and socially responsible investment as well as linking people and institutions committed to these ideals.

This important tool for measuring and assisting in the development of meaningful CSR programmes is available for R800 00. Order forms are attainable at this conference.

John then went on to outline how the Global Bench Marks can be used to measure business performance.

The global Bench Marks has been formulated by number of faith and NGO bodies from around the globe on what society considers constitutes responsible business behaviour. It is a tool which different organization can use to implement meaningful economic, social and environmental sustainability. It is designed to help groups to move from an articulation of values to a set of principles, to concrete points of dialogue to action.

What do the Bench Marks achieve?

- Shows companies that systems achieve goals.
- Helps choose indicators that facilitate comparison overtime.
- Allows for gradual implementation throughout an organization.
- Develops systems that allow for internal and external assessment.
- Allows for flexible application of processes and management systems and matches demand for external reporting with existing structures, language and management protocols.

Conclusion

Over 25 delegates submitted their names to be followed up. They were most impressed by Dr. Mollie Morlands' input and keen to see how they could implement CSR at a grassroots level using the Bench Marks and BeFSA focus on black economic empowerment. BeFSA has agreed to look at how CSR can be taken up at this level and intends in the new year to aggressively pursue a grassroots driven approach as one approach to developing activism around social and environmental issues, but in particular social activism.

For further information contact BeFSA (Bench Marks Foundation of Southern Africa for Corporate Social Responsibility) at jcapel@eject.co.za or write to P O Box 62538, Marshalltown, 2107, South Africa.

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