

**CORPORATE SOCIAL RESPONSIBILITY AND HIV/AIDS
PREVENTION AT SECHABA BREWERY HOLDINGS LIMITED**

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Assignment submitted in partial fulfillment of the requirement for the degree of Master of
Philosophy (HIV/AIDS Management) at Stellenbosch University.

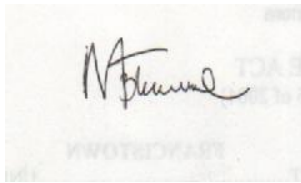


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March 2011

DECLARATION

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Signed:

A handwritten signature in black ink, appearing to read 'N. Steyn', is written over a faint, mirrored watermark of the signature. The signature is cursive and fluid.

Date: 17/02/2011

DEDICATION

To my family,
ahead of education stretches future success ambitions and personal fulfilment, business success,
which is the vision of my life.

I thank you.

ACKNOWLEDGEMENT

This paper presents work inspired by my family, friends, academic mentors and colleagues from the Africa Centre graduate class. In the midst of all the mentioned I extend a great level of appreciation to my supervisor - the Director of the Africa Centre for HIV/AIDS Management, Prof. JB du Toit. The proper guidance and preparation he gave me can be no wiser and intelligent as the report present.

To the Stellenbosch University Bursary Department, the International Telecommunication Union, and the Africa Centre for HIV/AIDS Management I thank you for containing through my studies the funds charged to my account. No endorsement could be higher than that of financial gratitude given the economic tides that occurred in the years 2009- 2010. I greatly appreciate the financial value of the money you put forward to help finance my studies. Additionally, I accept your support as it provided a stepping stone that motivated me to aim higher towards an MPHIL and today I tell of different scenario as I take the last lap of the MPHIL program. I highly thank you.

To the Sechaba Brewery Holdings Limited Company who gave me an ear when I approached them with the objective to do a study using their company, I express my deepest personal gratitude. I particularly want to thank the Corporate Affairs Manager, Mr. Mokoro Keitsitile for being the first ear to this project and endorsing it to be carried on. As well, I thank Mrs. Shado Radira [HR Director] for provision of moral support and guidance at first sight and also for those resources which she availed to ensure the study was done. Deeply, in the foremost I appreciate the tireless work done by Rre Leso in helping to distribute and explain the questionnaires to the employees. Your acts towards this project have indeed nurtured knowledge and the basic principle of humanity in your efforts to ensure the employees of Sechaba Brewery Holdings Limited understand the fight on HIV/AIDS. May the company continue to reward you for the good work and recognize the gift it has from you and use it to make change the world over. I also sincerely thank Ms. Unami Dintwa for her continued support and her expertise contribution in the data entry and results outcomes. In the years that follow, may you attain the goals you have set for yourself. I thank you very much sister and cousin. To Boipelo Kupe of the Business Coalition on AIDS, I also express appreciation for the abilities and expertise you saw in me. Your opportunity has immensely contributed to the completion of this project. I hope to continue to work with you in the future in various projects as we take on the world.

My inmost gratitude goes to my mother, sisters, brothers, and father for igniting that fire to succeed in my studies. I am particularly and forever grateful. May God bless all of you. Ka bo sa Khutleng!

ABSTRACT

This paper investigates the perceptions of Sechaba Brewery Holdings Limited employees on corporate social responsibility (CSR) activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness. The results in the study have revealed a high level of awareness amongst employees on CSR activities related to HIV/AIDS awareness and prevention. The comparative analysis on programme measurement and knowledge has indicated gaps in programme comprehensiveness and delivery system. Partnerships and best practices sharing are reported to be indicative of long-term sustainability and positive outcomes of the Sechaba Company HIV/AIDS programmes.

OPSOMMING

Hierdie studie ondersoek die persepsies van werknemers van Sechaba Brouery Eiendoms Beperk ten opsigte van hul korporatiewe sosiale verantwoordelikheid wat verband hou met MIV/VIGS-voorkoming, ten einde ingeligte riglyne te verskaf en om bewustheid te verhoog. Die studie het getoon dat daar 'n groot mate van bewustheid onder werknemers bestaan van korporatiewe sosiale verantwoordelikheid ten opsigte van MIV/VIGS-bewustheid en voorkoming. Vergelykende ontleding van die program-meting en kennis, het daarop gedui dat daar gapings is in die omvattendheid van die program en die uitset stelsel. Vennootskappe en die deel van beste praktyke, is na wat berig word, 'n aanduiding van langtermyn-volhoubaarheid en positiewe uitkomst van die Sechaba maatskappy se MIV/VIGS-program.

LIST OF ACRONYMS

Abbreviation	Description
AIDS	Acquired Immuno-deficiency Syndrome
ADF	African Development Forum
BAIS III	Botswana AIDS Impact Survey III
BBCA	Botswana Business Coalition on AIDS
BBL	Botswana Breweries (Pty) Limited
BER	Bureau for Economic Research
CSI	Corporate Social Investment
CSO	Central Statistics Office
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
HIV	Human Immune Deficiency Virus
IEC	Information Electronic Communication
ILO	International Labour Organization
KBL	Kgalagadi Breweries (Pty) Limited
MNC	Multi -National Companies
NACA	National AIDS Coordinating Agency
WEF	World Economic Forum
VCT	Voluntary Counselling and Testing
UNAIDS	Joint United Nations Development Programme

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CHAPTER ONE: BACKGROUND INFORMATION

1.1 INTRODUCTION

Chapter one lays a foundation for the study by providing background information necessary for understanding the study. The chapter also provides information on the research question, research aim and objectives, significance of the study.

1.2 BACKGROUND

Creating awareness and understanding of Corporate Social Responsibility (CSR) are essential pre-requisites to success of any company's CSR policy in HIV/AIDS prevention. Corporate Social Responsibility (CSR) can be used to provide benefits to shareholders, while concurrently improving the lives and livelihoods of communities in which HIV/AIDS investments are made. It is essential for such awareness and knowledge to reside in employees and the management of organizations. Corporate Social Responsibility is simply a platform that allows individual companies to mainstream awareness and prevention activities in all corporate functions, in addition to identifying gaps and challenges experienced in the community. At the company level the concerns of CSR are mainly associated with the brand, supply chain linkages, profit, impact of HIV/AIDS on company productivity and sustainability and the loss of human capital. This study draws attention to the perception of employees at Sechaba Brewery Holdings Limited on Corporate Social Responsibility activities related to HIV/AIDS awareness and prevention.

HIV/AIDS awareness and prevention and treatment activities are one example of how a company might choose to exhibit or invest in CSR (environmental protection, community development, and so on are other examples), but this study will focus on HIV/AIDS prevention. Corporate Social Responsibility (CSR) is an important building block that Sechaba Brewery Holdings Limited has incorporated to ensure long term profitability and sustainable development in the company's supply chain linkages. In the wider context of business, why companies might choose to engage in CSR such as HIV/AIDS prevention is a good opportunity to maximize economic and community benefits. In the long-term, the opportunity to contribute to HIV/AIDS prevention, awareness and treatment resources could leverage the CSR to enhance the business competitiveness of the respective communities where companies are already in place.

Sechaba Brewery Holdings Limited is an investment company with interests in Kgalagadi Breweries (Pty) Limited (KBL) and Botswana Breweries (Pty) Limited (BBL). SABMiller Plc Subsidiary has management control in both operating companies. Sechaba has a 60% shareholding in the two companies while SABMiller Botswana B.V. holds the balance. The two operating companies employ 945 people throughout the country and operate four traditional beer breweries and six sales and distribution depots.

In determining the 2009 annual report progress made in CSR activities, it is evident that Sechaba Brewery Holdings Limited has embarked on an effort to build in diversity in their CSR activities. These core CSR activities entail; discouraging alcohol irresponsible drinking, road safety campaigns, packaging, reuse and recycling, building supply chains that reflect the company's own values and commitments, benefiting communities and contributing to the reduction of HIV/AIDS. HIV/AIDS has remained the greatest challenge to sustainable business operations of Sechaba Brewery Holdings Limited.

The degree of concern and anticipated impact has resulted in the formation of HIV programmes for employees, their families, local communities and suppliers. Sechaba Brewery Holdings Limited has a flagship staff wellness initiative, Project Tshelang, which seeks to create a platform for employees to test themselves periodically for various ailments. The establishment of this programme has made it possible for the company to allocate both human and financial resources to HIV/AIDS interventions. Sechaba Brewery Holdings Limited has generated several interventions ranging from prevention of new infections, condom distribution, peer and education counselling. All of the activities done by the company are found to be aligned to the National Strategic Framework for HIV/AIDS.

1.3 RESEARCH QUESTION

How should the perception of the employees at Sechaba Brewery Holdings Limited guide Corporate Social Responsibility activities related to HIV/AIDS prevention?

This research on the perception of Sechaba Brewery Holdings Limited employees on Corporate Social Responsibility (CSR) activities related to HIV/AIDS prevention attempts in detail to answer the following questions;

- What is the level of awareness of the employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?
- What are the factors preventing employees from having insight and knowledge about the CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?
- What are the practical suggestions and guidelines that can be made in order to increase awareness among employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?

1.4 RESEARCH PROBLEM

There is lack of comprehensive researched data on level of awareness and knowledge of Corporate Social Responsibility (CSR) activities related to HIV/AIDS prevention among employees at Sechaba Brewery Holdings Limited. To add, there appears to have been no study ever done to investigate the perception of the employees on CSR activities related to HIV/AIDS prevention. In recognition of the nature of understanding and involvement in CSR activities related to HIV/AIDS prevention the contribution is limited on the part of the employees and company. Throughout the year 2009, there have been many CSR activities done by the company, but the employee flagship and corporate citizenship is uncertain. This result in the in-action of managers and employees in issues related to HIV/AIDS prevention at ground level. Further, it is also unknown what are the reasons resulting in the lack of awareness and limited involvement by employees and the managers on CSR activities related to HIV/AIDS prevention. The above implies a problem in the business value supply chain policy of the company that indicates that ‘Sechaba can only prosper when the employees, managers and communities prosper’.

1.5 SIGNIFICANCE OF STUDY

There has been significant value added to the economy by companies that actively engage together with their employees and external stakeholders in CSR activities related to HIV/AIDS prevention (Broomes and Iyanda, 2009). The perceptions of employees will recommend practical guidelines on new initiatives that will include CSR activities related to HIV/AIDS prevention that will see Sechaba Brewery Holdings Limited developing and streamlining Corporate Social Responsibility (CSR) activities in HIV/AIDS prevention and awareness that will be models for other business sector entities. Further important to this study is that the employees of the company will be informed of the CSR activities related to

HIV/AIDS prevention and the expected result in the increased workforce awareness and contribution.

Sechaba Brewery Holdings Limited rightly point out in their Annual Report 2009, “For us a healthy, growing economic environment in the communities where we operate is the key to achieving business success”. The significance of this statement is that Corporate Social Responsibility activities, for example, allied to HIV/AIDS prevention should be of interest to people in and outside the company. This study provides additional insights into the subject of Corporate Social Responsibility in the Business sector in Botswana in activities related to HIV/AIDS prevention. No other Corporate Social Responsibility/ Investment research has been conducted in this area concerning this company.

1.6 AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to establish perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness.

More specifically the study examines the following objectives:

- To analyze the level of awareness of the employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited.
- To identify factors preventing employees from having insight and knowledge about the CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited.
- To provide practical suggestions and guidelines on increasing awareness among employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited.

1.7 CONCLUSION

This chapter has provided background information on Sechaba Brewery Holdings Limited and its Corporate Social Responsibility (CSR) activities related to HIV/AIDS prevention, research objectives, research questions and significance of the study. These serve as background for introducing this study on the perception of perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness. The rest of the study contains four

chapters. Chapter Two reviews the literature related to the subject. Chapter Three presents the methodology. Chapter Four presents and discusses the results. Finally, Chapter Five concludes the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Chapter two reviews literature related to the subject of Corporate Social Responsibility (CSR) and HIV/AIDS prevention.

2.2 PRELIMINARY LITERATURE REVIEW

This chapter details studies done in Corporate Social Responsibility (CSR) and HIV/AIDS awareness and prevention. The chapter thus considers general overview of HIV/AIDS in Botswana, business sector focus on CSR and HIV/AIDS prevention, CSR models and privates sector development in HIV/AIDS prevention in Botswana and internationally.

2.3 OVERVIEW OF HIV/AIDS IN BOTSWANA

Botswana is one of the Southern African countries that continue to bear the global burden of HIV and AIDS, with an adult aged 15 to 49 prevalence of 26.6% (NACA, 2008b). The 2008 Botswana AIDS Impact Survey (BAIS) - the third of periodic nationally representative behavioural surveys- estimated that adults aged 15 and above living with HIV stands at 331 432 out the population(NACA, 2008b). The BAIS III revealed considerable variation in HIV prevalence across districts and population groups. The general pattern however is that the northern and north-eastern parts of the country were more affected by HIV (with prevalence generally between 16 and 25%) compared to those other districts in the southern and western parts where the prevalence is generally in the 10-15.9% range (Central Statistics Office, 2009).

Research has shown that a number of factors underlie the patterns of HIV prevalence presented. These include, among others, engaging in multiple and concurrent sexual partnerships, adolescent and intergenerational sex, alcohol abuse, HIV and AIDS related stigma and discrimination and sexual abuse. Multiple and concurrent sexual partnerships have been recognised as key drivers of HIV transmission in Botswana (Setswe, 2008). Weiser (2006) reported a strong relationship between heavy drinking and multiple sexual behaviours, among both women and men in Botswana. The response by Government is that some HIV prevention programmes have been expanded and scaled up to all sectors in

Botswana. Work currently in progress and of particular interest and relevance to the national strategic framework includes; Prevention of HIV infection, Provision of treatment, care and support, Strengthened management of the national response to HIV and AIDS, Psychosocial and economic impact mitigation, and Provision of a strengthened legal and ethical environment (NACA, 2010).

2.4 BUSINESS AND HIV/AIDS

The World Economic Forum Global Competitiveness Report (2005-2006) reported in their findings that businesses should see themselves as part of a broad societal response to HIV/AIDS. The report suggests for companies to disseminate models of good practice in the design and execution of HIV programmes. The findings also recommend for the foundation for corporate engagement on HIV through workplace and community programs providing AIDS education, and access to services for testing, treatment and care. In Botswana the private sector's response to HIV/AIDS started as part of the national HIV/AIDS workplace programme in 1991 (Ministry Of Health, 2006). A review of the various reports by the private sector to the National AIDS Council, indicate that the response has been triggered by self-interest by the private sector firms in the context of their "Corporate Social Responsibility" (UNDP and Ministry of Finance and Development Planning, 2005).

In attempts to address the gap in HIV/AIDS by the private sector, Botswana Business Coalition on AIDS conducted a survey in 2005 that involved 300 companies and it was found that only 18% of the companies had HIV/AIDS policies in place. The findings further revealed that in the absence of adequate documented information, it was difficult to establish and measure how companies mainstreamed HIV/AIDS in corporate functions (BBCA, 2005). According to the BBCA Private Sector HIV/AIDS Needs Assessment survey of 2005 83% of managers were ignorant of critical policies and structures in the fight against HIV/AIDS.

According to Mmegi Newspaper (2003) the most common private sector activities related to HIV/AIDS are condom distribution and information materials, referral to other service providers such as Tebelopele, Community and Home based Care. It is also evident from African Development Forum on HIV/AIDS report (2004) that HIV/AIDS planning and programming is ad hoc in nature in some private sector companies in Botswana. A survey conducted by the Bureau for Economic Research (BER) (2004) on the impact of HIV/AIDS

on selected business sectors in South Africa, namely, mining, manufacturing, retail, wholesale, motor trade, building and construction and financial services sectors shows a similar attitude.

The survey shows that 1008 companies participated and the survey results suggest that employer response to the epidemic seem to be linked to company size and with regard to the implementation of HIV/AIDS awareness programmes the report is positive. Few companies of the companies have however conducted a risk assessment of understanding and impact of HIV/AIDS in their workforce and consumer base in the community (Ellis & Terwin, 2004). Bloom et al (2006) reports that a good response to HIV/AIDS is synonymous with good management, good business and a good investment as a broader societal response to HIV/AIDS. The report provides an overview of business perceptions and responses to HIV/AIDS. Another interesting component in the report is the assessment of how robust is company's CSR knowledge and openness in HIV/AIDS activities.

2.5 FOCUS ON CSR AND HIV/AIDS IN THE BUSINESS SECTOR

Corporate Social Responsibility (CSR) is a contested issue for corporate directors and their stakeholders. In brief, the notion of CSR is dependent on individual perceptions of responsibility/ investment that in turn concur with the values, commitment and role of the organization in the community. McWilliams and Siegel (2001:28) define CSR as situations where the firm goes beyond compliance and engages in "actions that appear to further some social good, beyond the interest of the firm and that which is required by law". The literature examining the perception of CSR in HIV/AIDS prevention is limited. A variety of case research studies that have however been conducted on CSR actions are found. According to a statement by David Arkless, Senior Vice President, Corporate Affairs, Manpower, "HIV/AIDS is placed firmly in the Corporate Social Responsibility (CSR) "box", a safe and secure place for any marginally difficult corporate or social issue to be parked" (Bloom et al: 2006). The abovementioned statement proposes for CSR activities related to HIV/AIDS to be discussed in the spectrum of all stakeholders, including, employees, managers and the communities in which the investments are made.

Fairbrass and Riordan (2006) conducted a study to primarily contribute to the academic debate of CSR by reviewing past attempts to theorize CSR and stakeholder dialogue practices

of pharmaceutical companies. The recommendations of the paper propose ultimately the intention to offer guidance to business managers about Corporate Social Investment (CSI) in HIV/AIDS in the society. It is envisaged that the model outlined will be employed in future empirical research concerning stakeholder dialogue practices. The findings also become more relevant to the question about what CSR activities and practices managers really undertake is significant.

Pestre (2006) investigated how should Multinational (MNC) manage their Corporate Social Responsibility (CSR) in their multiple subsidiaries environments? The aim of this research is two fold. Firstly, the study provides some insights into the role of headquarters in managing CSR activities. Secondly, the paper clarifies the role of the subsidiary in developing relevant CSR initiatives. The results of this research invite an understanding of how business organizations should act with respect to their stakeholders. The research also shows that the frontiers of corporate social responsibility are evolving in the context of a world economic crisis.

A variety of cases illustrate the 'best practices' in the fields of CSR and HIV/AIDS and there are some excellent CSR HIV/AIDS models to be found. SANS 16001 HIV/AIDS management system is one example. ISO 90001 is another model that has been used to support the abovementioned model, particularly in the mining sector in South Africa and soon to be implemented in Botswana' mining sector (Smith, 2007).

2.6 CSR AND HIV/AIDS IN THE CONTEXT OF BOTSWANA'S BUSINESSES

The BIDPA (2006) report on Botswana highlights that the high prevalence of HIV/AIDS in the country would result in the decrease in Gross Domestic Product (GDP) of up to 17% by 2010, which would severely affect business organizations. These findings correlate with the (NACA, 2008b) survey results that show that Botswana is one of 9 most HIV/AIDS affected countries in Southern Africa. Despite the highly escalated HIV/AIDS statistic in Botswana, there are CSR initiatives that span across different industry with the aim to reduce and prevent new infections in the communities. The demand for such initiatives is necessary because HIV/AIDS has a threatening implication for businesses equally at the macro and micro level. At the micro level, it could lead to greater absenteeism, high turn over and

reduced productivity. At the macro level, AIDS affects the environment in which business is operated, including markets, investment, services and education.

The literature examining the success of Botswana's HIV/AIDS programmes and initiatives by the business sector cited Debswana. Debswana Diamond Company (Pty) Ltd is a unique partnership between the Government of the Republic of Botswana and De Beers Centenary AG. It is the largest non-government employer and the largest earner of foreign exchange in Botswana. The findings of a case study by World Economic Forum, the African development Bank and the World Bank in their recently published 'Africa Competitiveness Report' for 2009 point out that Debswana is committed to enriching the nation through community upliftment and bringing lasting change in areas that need development through the company's Corporate Social Investment (CSI) policy (Debswana, 2007). To add, a published article on MBENDI website posits that Debswana has shown achievement in its CSR in the context of celebrating its 40th anniversary. A high level of trust is currently placed on the CSI policy of Debswana and HIV/AIDS activities despite differing opinion by other researchers.

According to Wyk (2009:7) "CSR is not currently experienced by community members in Botswana". The study investigated Corporate Social Responsibility in the diamond mining sector in Botswana. The research results show that mine management plus key employees require training with regard to community engagement, communication and dealing with communities on HIV/AIDS at different levels. The overall findings in the study is that Corporate Social Investment (CSI) is often the starting point of companies' involvement, companies must also move on to the second step of Corporate Social Responsibility (CSR) igniting a conscious awareness that a business should build strong public reputation for social responsibility inwardly (workforce practices) and outwardly (treatment of and respect for customers, stakeholders and the environment) (Wyk, 2009:83). The findings of this study have been highly cited as biased and not a true reflection of Debswana's CSI activities and HIV/AIDS prevention activities.

In Botswana, there has been an on going debate on the place of CSR in business activities. Broomes and Iyanda (2009) conducted a study to explore Foreign Direct Investment by transnational businesses in the tourism in Belize and mining sector in Botswana. The sourcing of data and information was done using desk based research using online and offline

information sources. Part of the aim of the study is to demonstrate the level of awareness of CSR and knowledge among stakeholders. The results recommend defined strategies, and or policies on Corporate Social Responsibility and Community Engagement or Inclusive Business. Additional information from independent sources and businesses would be valuable in understanding how to provide practical guidelines on the perceptions of organizations workforce of CSR and HIV/AIDS prevention. This could be a useful starting point for specific information on how to engage the workers and expand CSR activities related to HIV/AIDS prevention and cost analysis with regard to CSR projects sustainability. In conclusion, from this brief overview on the literature of CSR and HIV/AIDS prevention, it is without doubt that the business environment will benefit from the results of this study given the unexplored nature of the subject in Botswana.

2.7 CONCLUSION

This review has demonstrated empirically the importance of the issue of HIV/AIDS pandemic and prevention in the context of Corporate Social Responsibility by companies. Broadly, the HIV/AIDS situation in Botswana has enforced substantial efforts across all stakeholders, companies included. To add, from a business perspective and society in Africa and globally there is a strong need for companies to devote a section in their Corporate Social Responsibility (CSR) activities to HIV/AIDS awareness and prevention. The present study on the perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness will certainly reveal new insights on the subject. The next chapter presents the methodology for the study.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

Chapter Three presents the methodology used to acquire the essential data. The chapter examines the research design and methods by presenting the target audience, measuring instrument, data collection, sample selection, data analysis and results presentation and method used.

3.2 RESEARCH DESIGN

This study investigates the perception among employees at Sechaba Brewery Holdings Limited about Corporate Social Responsibility (CSR) activities related HIV/AIDS prevention. This is a quantitative study and it uses a survey as the research design. Quantitative research generates numerical data or data that can be converted into numbers, for example the data collected on the respondents' perceptions on CSR activities related to HIV/AIDS will be converted into percentiles (Neuman, 2000).

3.3 TARGET GROUP

Perception among employees at Sechaba Brewery Holdings Limited about CSR activities related to HIV/AIDS prevention is investigated. Out of the 945 employees at Sechaba Brewery Holdings Limited, the researcher distributed 300 questionnaires. From the 300 questionnaires, the researcher selected 102 questionnaires answered by employees in Gaborone, Francistown, Selibe Phikwe and Palapye only. Out of this population of 102, a sample size of 50 was selected. Simple random sampling was used as sample selection technique. In this technique, the population is numbered from 001- 102, three columns are then selected from the table of random numbers to select the sample size of 50 (Neave, 2006).

3.4 MEASURING INSTRUMENT AND RESEARCH METHOD

A questionnaire is the tool used for collecting data in this study. A self- administered questionnaire was circulated among employees of Sechaba Brewery Holdings Limited. A questionnaire is a tool for data collection which contains a series of questions given to respondents (Neuman, 2000). This tool is preferred over other data collection tools because it is easy to develop and also because the investigator assumes that it will be the best measuring instruments that everyone at Sechaba Brewery Holdings Limited will be capable of filling in.

The questionnaire has a number of advantages. It facilitates gathering of large amounts of data over a relative short period of time and it is inexpensive to administer. Data collected with this tool are easy to analyze. Also, with questionnaires, the anonymity of the respondents can encourage the respondents to provide truthful answers (Neuman, 2000:40). The questionnaire for this study has four sections; A, B, C and D. Section A deals with biographical data or demographic indicators that includes Sex, Age, Site, Educational Level, and Job Grade Category. Section B obtains opinions on the level of awareness about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited. Section C details data on factors that hinder awareness on HIV/AIDS prevention among employees. Section D outlines and suggest recommendations to increase HIV/AIDS prevention activities in order to sustain and enhance system oriented CSR in HIV/AIDS prevention and awareness.

The questionnaire was designed for most of the part to survey the perceptions of the respondents. The questionnaire was designed in a simple quantitative format and requires the participants to indicate their answers by a 'simple tick' to their preferred appropriate box. Apart from the simplicity of the questions, figures that are complex are avoided for the most part. Additionally, the questionnaire has attached to it the Stellenbosch University consent form to participate in research, it was required that each respondent read this letter before completing the questionnaire. Lastly, the questionnaire has open-ended and closed ended questions. The questionnaire is presented in Appendix 1.

3.5 DATA ANALYSIS AND RESULTS PRESENTATION

The responses are analyzed in line with research questions. Responses to each question in the questionnaire are coded and analyzed using the Statistical Package for Social Sciences (SPSS). The analysis of data involves the use of descriptive statistics, which will be limited to the production of percentiles and frequency tables only. The results are presented in tables, graphs, bar charts, histograms and pie charts.

3.6 CONCLUSION

This chapter has presented the methodology used in the study. The components highlighted include the research design, target group, data collection instrument and method, analysis of data and the presentation of the results and discussion of results. The next chapter presents and discusses the results of the study.

CHAPTER FOUR: PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

Chapter Four presents and discusses the results.

4.2 RESEARCH QUESTIONS INVESTIGATED AND ANALYSED

The study set out to investigate the following key research questions:

- What is the level of awareness of the employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?
- What are the factors preventing employees from having insight and knowledge about the CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?
- What are the practical suggestions and guidelines that can be made in order to increase awareness among employees about CSR activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited?

4.3 DATA DESCRIPTION

The responses to the research questions are presented in tables. The results are informed and guided by the objectives stated in Section (1.6) of this report. The findings are presented under the sub-headings; out of which (Section 4.3.2) to (Section 4.3.4) link the results to the evaluation objectives.

4.3.1 DEMOGRAPHIC INDICATORS

The first section of the questionnaire called for demographic indicators. Questions and responses to the objectives of the study are guided in most instances by the following demographic indicators. For most of the questions, the results analysis and discussion, cross tabulates the demographic indicators below. There are four indicators, namely, Sex, Age, Site, and Job Grade Category. In what follows below, are the employee responses of the same indicators from the selected sample.

Table 1

Table describing the gender distribution of the selected employees who completed the survey.

SEX	FREQUENCY	PERCENT (%)
Male	36	72
Female	14	28
Total	50	100

Table 1 shows that out of the selected sample size of 50, 72 % (36) was Male, and 28 % (14) was Female. The high numbers of males represented are not surprising if we consider that men account for more numbers that completed the survey questionnaires. The high number of male representation may also account as proof that Sechaba Brewery Holdings Limited has a gender imbalance employee ratio when males are compared to females.

Table 2

Table presenting the indicator age of the selected sample employees who participated in the survey.

AGE	FREQUENCY	PERCENT (%)
<30	19	38
31-40	26	52
41-50	5	10
Total	50	100

While Table 1 shows the demographic indicator of employees selected in the sample by Sex, Table 2 reports the indicator Age of the selected sample. The age is categorised into 3 groups namely; <30, 31- 40, and 41 -50. The rationale for this break-down is straight forward. In research, it is common to use the age indicator in the format above (Neumann, 2000). Out of this table it can be observed that the age range 31- 40, accounts for the highest representation of 52 % (26), followed by the age <30, 38% (19) and at the bottom is the age range 41- 50, with a representation of 10% (5).

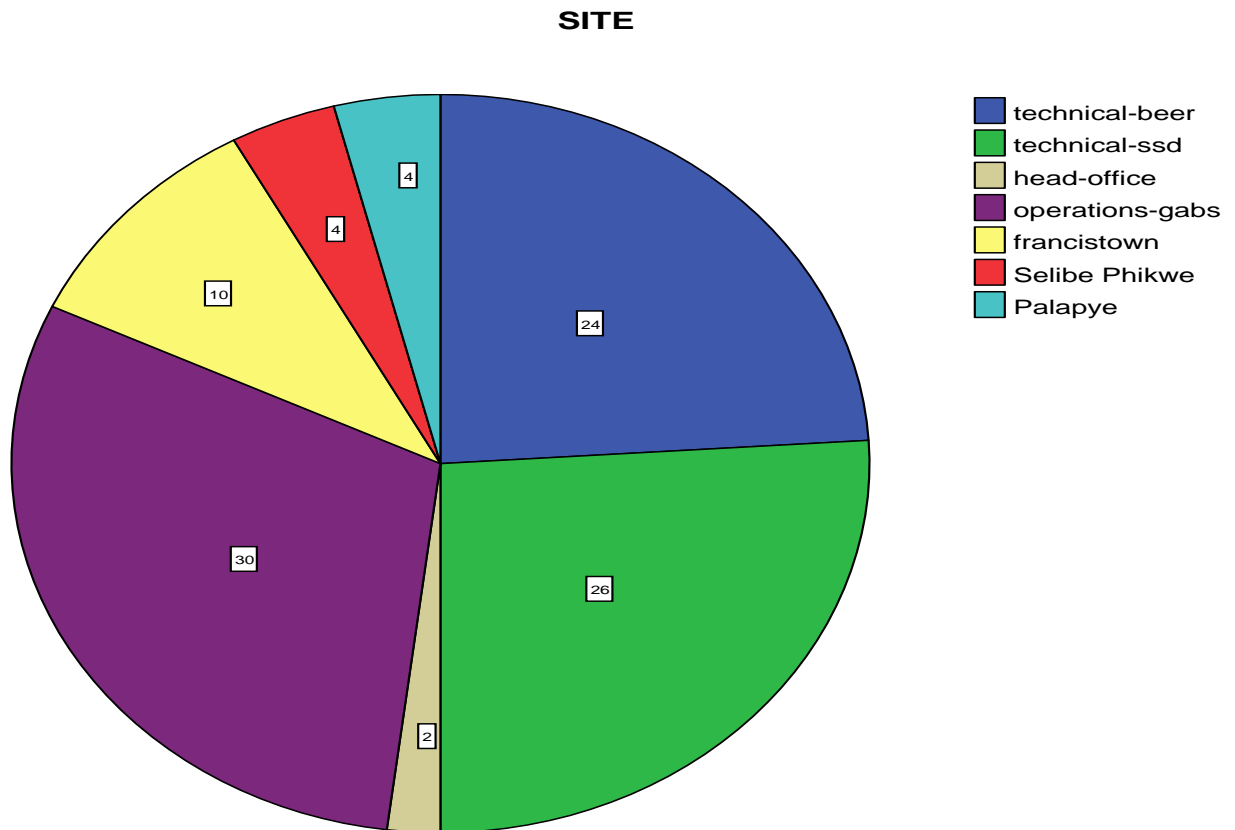


FIGURE 1

Figure presenting the representation of the selected sample by site.

Figure 1 is a representation of the selected sample by Site. Site refers to the locations of Sechaba Brewery Holdings Limited where the survey was done. Sechaba Brewery Holdings Limited as indicated in Section 1.2 of the study operates countrywide. It is against this information that the results above show that the representation is across different locations. The results show Technical- beer (24%), Technical- SSD (26%), Head- Office (2%), Operations- Gabs (30%), Francistown (10%), Selibe Phikwe (4%), and Palapye (4%). Operations- Gabs (30%) is the leading representation in the survey whereas Head- Office (2%) is the lowest representation. In the absence of differentiation of locations in Gaborone above, Francistown (10%) would account as the location with the second highest survey

results. The above countrywide results report for all locations where the survey questionnaires were distributed.

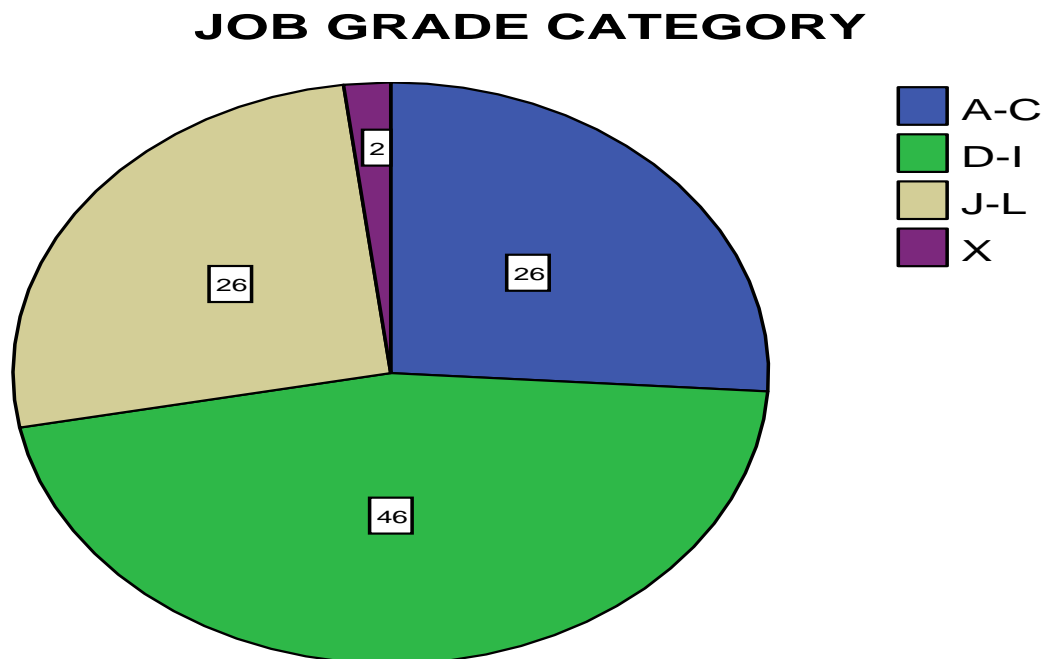


FIGURE 2

Figure showing the response from the employees who participated in survey by job grade category.

Figure 2 shows the response from the survey by job grade category. The findings of the survey establish four different levels of Job Grade Category among the employees of Sechaba Brewery Holdings Limited. The description of Sechaba Brewery Holdings Limited Job Grading structure is explained; Grades A-C (Semi- Skilled), Grades D-I (Supervisory & Skilled), Grades J-L (Management), and Grade X (Executives). Figure 2 above reports that Job Grade D-I (46%) is the most represented, following in second are Job Grades A-C by (26%) and J-L (26%) and finally, Job Grade X with a lowest (2%) representation.

In the next section of this chapter, the survey questions and employee responses are presented and discussed (in order of appearance in the questionnaire). Questions selected represent the most essential that answer the objectives of the study. Questions and responses are divided into 3 broad categories, namely, “opinions on the level of awareness about CSR activities

related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited”, “data on factors that hinder awareness on HIV/AIDS prevention among employees”, and “recommendations to increase HIV/AIDS prevention activities”. The questions are disaggregated and discussed as per the research objectives indicated in Chapter One of the study.

4.3.2 OBJECTIVE 1: INDICATORS FOR EMPLOYEE LEVEL OF AWARENESS AND KNOWLEDGE

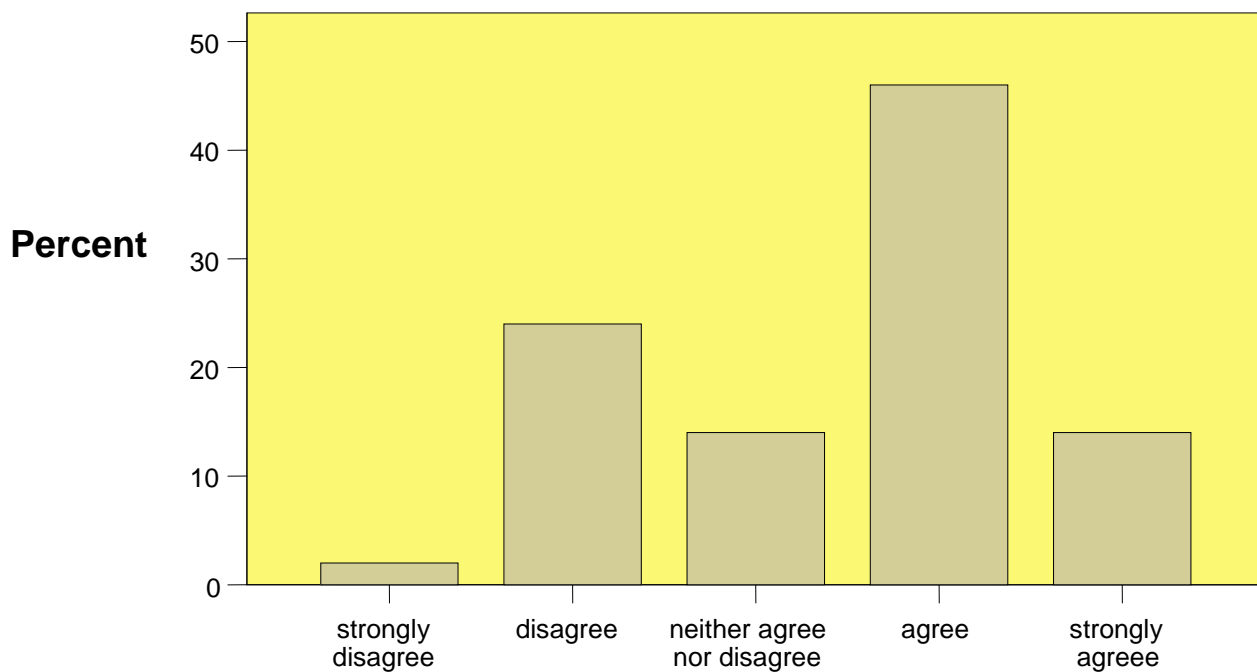


FIGURE 3

Figure describing employee perceptions with respect to survey Question 1.

Figure 3 presents perception of employees about how HIV/AIDS is currently affecting their business operations. The survey responses consisted of a five-point likert scale. As the results show, 45% of the respondents indicated an “agree” option. 4% of the respondents reported strongly disagree. In the former, the results confirm literature cited in Chapter Two of the study where concern of HIV/AIDS is much greater for business operations and among all

income groups in Southern Africa. Furthermore, the findings indicate that employees have observed the problem HIV/AIDS poses such as lower labour productivity and increased absenteeism. The respondents concerns also confirm the rises in the national prevalence. As the NACA (2008b) survey shows, respondents should become more worried about the impacts on their businesses as HIV prevalence increases. Moreover, in Sub-Saharan Africa, the world's leading region by HIV prevalence, the expectation should be that in a country as Botswana in the heart of Southern Africa, there should be some high level of concern because national HIV prevalence exceeds 25%.

TABLE 3

Table showing results in respect to survey Question 3.

	FREQUENCY	PERCENT (%)
Disagree	4	8
Neither agree nor disagree	4	8
Strongly agree	20	40
Agree	22	44
Total	50	100

Table 3 presents results on the question that provides an important framework upon which to base workplace HIV/AIDS programme of Sechaba Brewery Holdings Limited. Upon analysis, the respondents' results show 44% (22) on Agree and 40% (20) on Strongly Agree. The high percentages are not surprising considering the fact that HIV/AIDS policies in companies have become widespread given the high turn over and impacts (Bloom, 2006). The presence of an HIV/AIDS policy also shows a strong link to adherence to the overall private sector response which is endorsed by the Botswana Business Coalition against AIDS and the Government of Botswana (BBCA, 2005). The number of respondents that indicated the answers "Neither Agree nor Disagree" 8% (4) and Disagree 8% (4) is extremely low. Overall, it is very clear that the company undertakes to communicate the policy to all employees as reflected in the Sechaba Brewery Holdings Limited Chronic/ Life- Threatening Diseases Policy.

TABLE 4

Table presenting findings on whether the company provides voluntary, confidential, anonymous HIV testing as presented in survey Question 5.

	FREQUENCY	PERCENT (%)
Strongly disagree	3	6
Neither agree nor disagree	9	18
Strongly agree	17	34
Agree	21	42
Total	50	100

Table 4 above shows the results on whether the company provides voluntary, confidential, anonymous HIV testing. Bearing in mind that a majority of the respondents indicated that the company has an HIV/AIDS policy, the results show “Agree” 42% (21), “Strongly Agree” 34% (17), “Neither Agree nor Disagree” 18% (9), and “Strongly Disagree” 6% (3). In sharp contrast, less than half of the respondents indicated negative outcomes. The majority of respondents indicated that the company does provide the service. The results indicate that, compared to other companies surveyed by BBCA (2005) report, Sechaba Brewery Holdings Limited stands out. In fact, it is possible to assume that Sechaba Brewery Holdings Limited has put in existence a comprehensive workplace programme as common among private international corporate companies.

TABLE 5

Table describing results in line to survey Question 6 which reports if the company has an HIV/AIDS prevention policy/program that provides condoms.

	FREQUENCY	PERCENT (%)
Strongly disagree	5	10
Disagree	1	2
Neither agree nor disagree	4	8
Strongly agree	17	34
Agree	23	46
Total	50	100

Table 5 shows that 46% (23) of respondents ‘Agree’ that the company has an HIV/AIDS prevention policy that provides condoms. Similarly, 34% (17) indicated ‘Strongly Agree’. Some 2% (1) reported ‘Disagree’; while 10% (5) reported ‘Strongly Disagree’ and 8% (4) indicated ‘Neither Agree nor Disagree’. The results suggest that the company may be in a better position to shield their employees from HIV/AIDS through regular provision of condoms. On the other hand, in order to show agreement with Mmegi Newspaper (2003) article, the high numbers of respondents confirming most common private sector activities are related to HIV/AIDS are condom distribution. Moreover, the presence of condom distribution in the workplace is of greater level of concern. Respondents’ high correlation to condom distribution also shows likelihood that other measures in corporate social responsibility are also linked to the greater implementation of HIV/AIDS Workplace programs and policies.

TABLE 6

Table showing the company results on provision of anti-retrovirals with respect to survey Question 7.

	FREQUENCY	PERCENT (%)
Strongly disagree	1	2
Disagree	5	8
Neither agree nor disagree	4	10
Strongly agree	18	36
Agree	22	44
Total	50	100

For provision of anti-retrovirals, Table 6 shows a majority 44% (22) ‘Agree’ and 36% (18) ‘Strongly Agree’. A significant minority of respondents reported ‘Disagree’ 8% (4) and ‘Strongly Disagree’ 2% (1). Only 10% (4) indicated that they neither agree nor disagree that the company does provide anti-retrovirals. The results reported pose an indication that the company’ geographic countrywide setup may have an influence on the provision of anti-retrovirals. The company HIV/AIDS policy also states that for infected and affected employees will strive to achieve a balance between the compelling needs of the infected and sick employees and the legitimate needs of the organization. Based on the literature review presented, there is arguably greater pressure on Sechaba Brewery Holdings Limited to

address HIV/AIDS treatment and provision on the basis that it is a SABMiller Plc Subsidiary (Refer to Section 1.2).

TABLE 7

Table presenting results on cross tabulation of Sex against employee responses with respect to survey Question 10.

		Does your company have an HIV/AIDS wellness programme					Total
		strongly disagree	Disagree	neither agree nor disagree	agree	strongly agree	
Male	Frequency	1	1	2	22	10	36
	Percent(%)	2.8	2.8	5.6	61.1	27.8	100
Female	Frequency	0	0	4	6	4	14
	Percent(%)	0	0	28.6	42.9	28.6	100
Total	Frequency	1	1	6	28	14	50
	Percent(%)	2	2	12	56	28	100

Table 7 reports cross- tabulation of the demographic indicator Sex against the question ‘does your company have an HIV/AIDS wellness programme. The results show a low significant indication by respondents on the variables ‘Strongly Disagree and Disagree’. In specificity, males- 2.8% (1), whereas the number of males 5.6% (2) and females 28.6% (4) for the variable ‘Neither Agree nor Disagree’ also presents low results. In contrast, variable ‘Agree’ for males accounts 61.1% (22) and females 42.9% (6) and variable ‘Strongly Agree’ shows a similar high response for males 27.8% (10) and females 28.6% (4). The high percentages are not surprising if we consider the respondents answers to Table 3 which is the cornerstone out of which a wellness programme is initiated. It also interesting to observe that from the tables presented above, there is a clear correlation in line to answering the questions on the level of awareness on the company’s CSR activities and programmes related to HIV/AIDS prevention. The results also confirm that there is a strong relationship between HIV/AIDS policy and HIV/AIDS workplace programme.

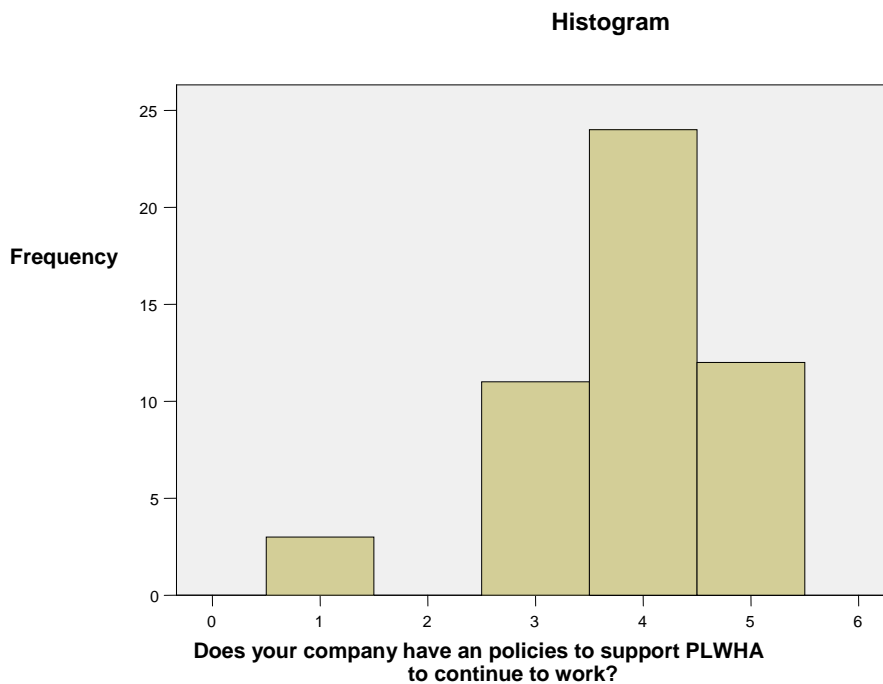


FIGURE 4

Figure describing employee perceptions by frequency in respect to survey Question 11.

Figure 4 displays results on does the company have policies to support People Living with HIV/AIDS (PLWHA) to continue to work. The results show a high frequency result. This means that the majority of respondents associate with the company having policies to support PLWHA to continue to work. The results above show that disclosure as the dominant factor related to support from the company is important. Furthermore, in particular the possibilities of a relationship to Table 6 on provision of anti-retrovirals cannot be ruled out with the results report of Figure 4. As discussed in the literature review, the main concerns of companies to provide policies to support PLWHA suggests that they are taking into account the potential long term effects towards their business should they not engage in ethical responsibility to the employees. Moreover, the main motivation corporate social responsibility which is the bottom line investment that the company uses to show its stakeholders that it cares for the wellness of their employees (Debswana, 2007).

TABLE 8

Table detailing results by Site versus the company having a comprehensive HIV/AIDS monitoring and reporting system.

		Does your company have an HIV/AIDS monitoring and reporting system					
		strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	Total
technical-beer	Frequency	3	2	3	3	1	12
	Percent(%)	6	4	6	6	2	24
technical-ssd	Frequency	0	1	5	7	0	13
	Percent(%)	0	2	10	14	0	26
head-office	Frequency	0	0	0	0	1	1
	Percent(%)	0	0	0	0	2	2
Operation-gabs	Frequency	0	2	5	7	1	15
	Percent(%)	0	4	10	14	2	30
Francistown	Frequency	0	1	1	2	1	5
	Percent(%)	0	2	2	4	2	10
Selibe-Phikwe	Frequency	0	0	1	1	0	2
	Percent(%)	0	0	2	2	0	4
Palapye	Frequency	0	0	0	2	0	2
	Percent(%)	0	0	0	4	0	4
Total	Frequency	3	6	15	22	4	50
	Percent(%)	6	12	30	44	8	100

Table 8 provides results by Site to the company having a comprehensive HIV/AIDS monitoring and reporting system. Overall, all the results presented from all the sites, technical-beer, technical- ssd, head-office, operations- Gabs, Francistown, Selibe- Phikwe, and Palapye. A breakdown of the results per site proves to be very informative as shown above. In Gaborone, the variable ‘neither agree nor disagree’ is slightly lower as compared to ‘Agree’. The corresponding figures for all the other sites show a similar negative outlook. The results show that Sechaba Brewery Holdings Limited does not clearly have a structured HIV/AIDS monitoring and reporting system. Reported lower figures are also indicative of the fact that many successful programmes in companies nevertheless incorporate monitoring and reporting measures which could be used to keep the programme in continuous evaluation. In

addition, Wyk (2009) rightly points out that the importance of evaluation in HIV/AIDS in companies is a problem. However, BBKA (2006) notes that companies need to formally review their programmes, suggesting that this is a vital component of effective action for business involvement in the HIV/AIDS epidemic.

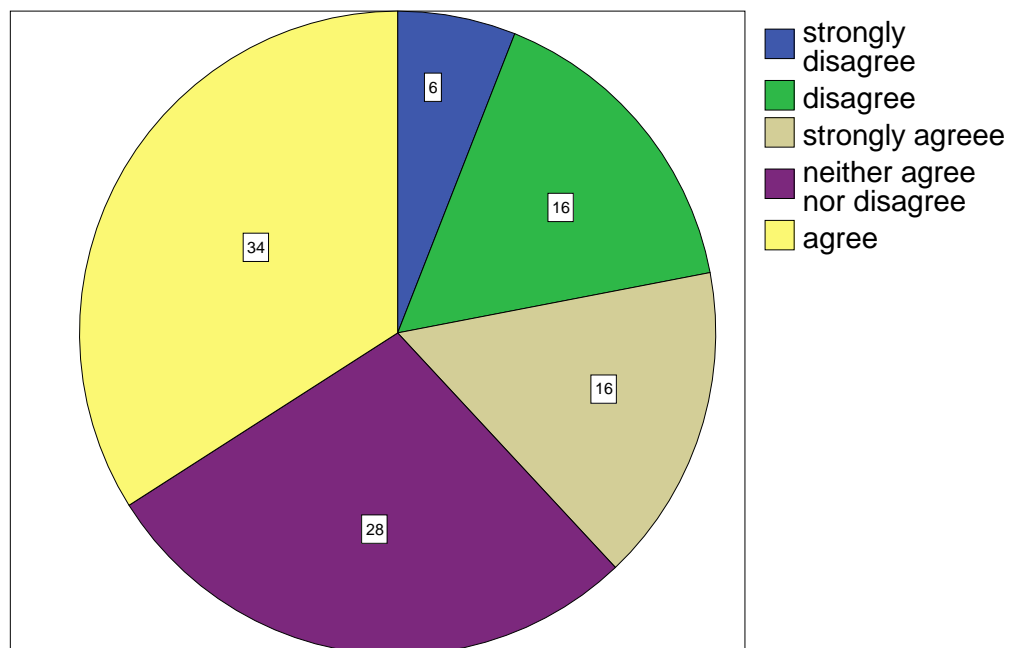


FIGURE 5

Figure reporting employee results on whether the company has integrated HIV/AIDS interventions in all corporate functions.

Figure 5 reports the results on whether the company has integrated HIV/AIDS interventions in all corporate functions. The proportion of respondents indicated 'Agree' (34%). Also notably high is the proportion of respondents that reported 'neither agree nor disagree' (28%). However, only 16% reported 'Strongly Agree' and 'Disagree'. Just 6% indicated 'Strongly Disagree'. The figures show that the respondents appreciate the high spending levels of the company in HIV/AIDS. For example, with treatment, the picture is considerably clear, with employees and their families at the centre of greater investments. The results above are affirmative of respondents observing the company devote more resources to the disease.

Overall, it is evident given that respondents in Table 2 confirmed that HIV/AIDS was affecting their business operations, in result the company policies have been designed for action on HIV/AIDS.

TABLE 9

Table presenting employee results on sharing of best practices and other relevant HIV/AIDS prevention experiences.

	FREQUENCY	PERCENT (%)
Strongly disagree	2	4
Disagree	6	12
Neither agree nor disagree	7	14
Strongly agree	8	16
Agree	27	54
Total	50	100

Table 9 presents results on sharing of best practices and other relevant HIV/AIDS prevention experiences. As the tables' results report a significant 54% (27) 'Agree'. Given the rationale in the formation of the Botswana Business Coalition against AIDS, the magnitude of best practices sharing cannot be disputed in addressing this disease. Furthermore, the compelling impact of this disease at different levels shows a need to work in partnership with all stakeholders. There are positive motivations, too if a company works with stakeholders to address HIV/AIDS. The Debswana (2007) report rightly confirms that this action can strengthen corporate reputation. Moreover, as McWilliams and Siegel (2001) has noted efforts by companies towards HIV/AIDS prevention presents a step up to the challenge of corporate social responsibility, and private sector strengths in dealing with social problems that directly affect business inward and outward.

TABLE 10

Table reporting employees' results on the level of satisfaction with knowledge building and sensitization of HIV/AIDS prevention

	FREQUENCY	PERCENT (%)
Strongly disagree	27	54
Disagree	6	12
Neither agree nor disagree	7	14
Strongly agree	8	16
Agree	2	4
Total	50	100

Whereas Table 9 presented interesting positive results on best practices, Table 10 reports respondents' satisfaction with knowledge building and sensitization of HIV/AIDS prevention. The majority of respondents reported 'Strongly Disagree' 54% (27). The results show that the company is lagging behind with regard to the sensitization and knowledge building through Information Electronic Communication (IEC). The above result is also not affirmative of the Mmegi (2003) in reporting that the most common private sector contribution to HIV/AIDS prevention is distribution of materials. However, as the other variables show the discrepancy towards information sensitization and knowledge in HIV/AIDS prevention is not significantly insufficient, 'Strongly Agree' 16% (8). With rising prevalence in the country and the company as results presented in the literature review shows, there is a strong need for the company to be strategic and address this negative response. In overall, the Botswana Business Coalition on AIDS also note in their objective that it is their mandate to ensure that all private companies in Botswana receive regular sensitization and knowledge on HIV/AIDS prevention in the workplace.

4.3.3 OBJECTIVE 2: INDICATORS FOR PROGRAMME GAPS

Findings on the programme gaps knowledge on HIV/AIDS at Sechaba Brewery Holdings Limited are presented next.

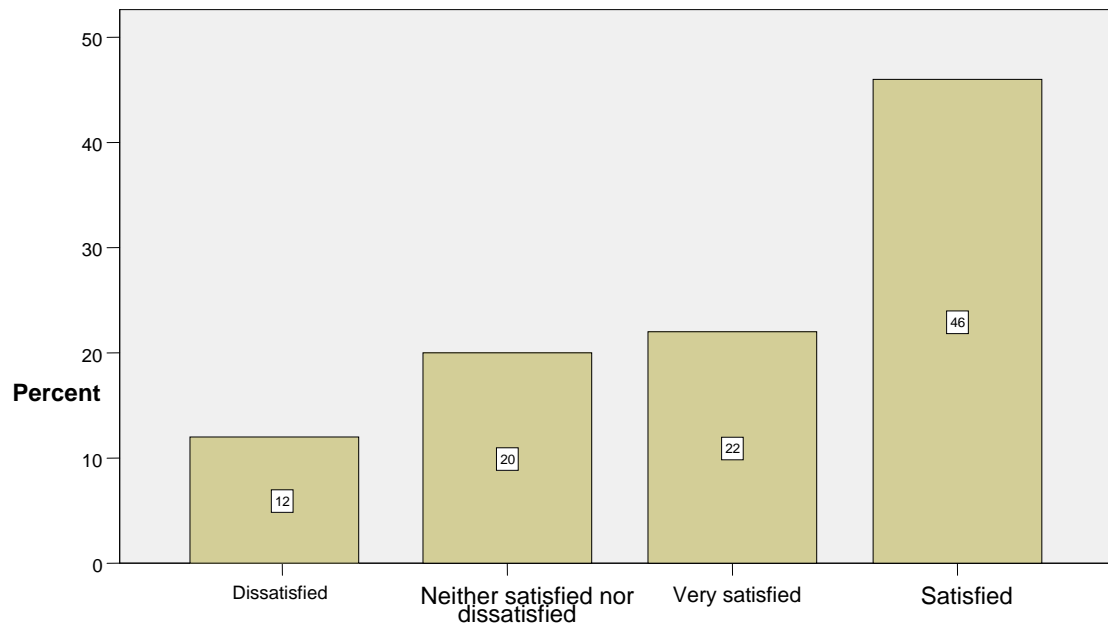


FIGURE 6

Figure showing how employees rate the comprehensives of the HIV/AIDS prevention interventions in their company

Figure 6 shows 46% of respondents are satisfied with the rate of comprehensiveness of the HIV/AIDS prevention interventions in the company. The foregoing shows that level of awareness highly observed under Objective 1 questions is affirmative of programme comprehensiveness. It may well also be that knowledge and services provision of HIV/AIDS interventions in the company is of average quality.

The results also show that 12% respondents are dissatisfied, whereas 20% are neither satisfied nor dissatisfied. It is obvious that this figures account for a small percentage. This is a clear indication of the respondents knowledge that the company' HIV/AIDS prevention interventions are significant. In sum, it appears that the company confirms with the Global Competitiveness Report (2005-2006) in suggesting companies to disseminate models of good practice in the design and execution of HIV programmes in the workplace.

TABLE 11

Table presenting employees responses results in relation to how HIV/AIDS prevention services are accessible by all staff from the company.

	FREQUENCY	PERCENT
No	12	24
Yes	38	76
Total	50	100

The results presented in Table 11 suggest that HIV/AIDS prevention services are significantly more accessible to all staff. The majority 76% (38) indicated 'Yes', whereas a small proportion reported 24% (12). In large company like Sechaba Brewery Holdings Limited the above results are not surprising considering the fact the company it-self has in-house fully equipped clinics in all the sites where business is conducted. Moreover, given the fact that in Figure 6 above most of the respondents reported high satisfaction with comprehensiveness of the HIV/AIDS interventions it is not surprising that still a high number report as shown in Table 11.

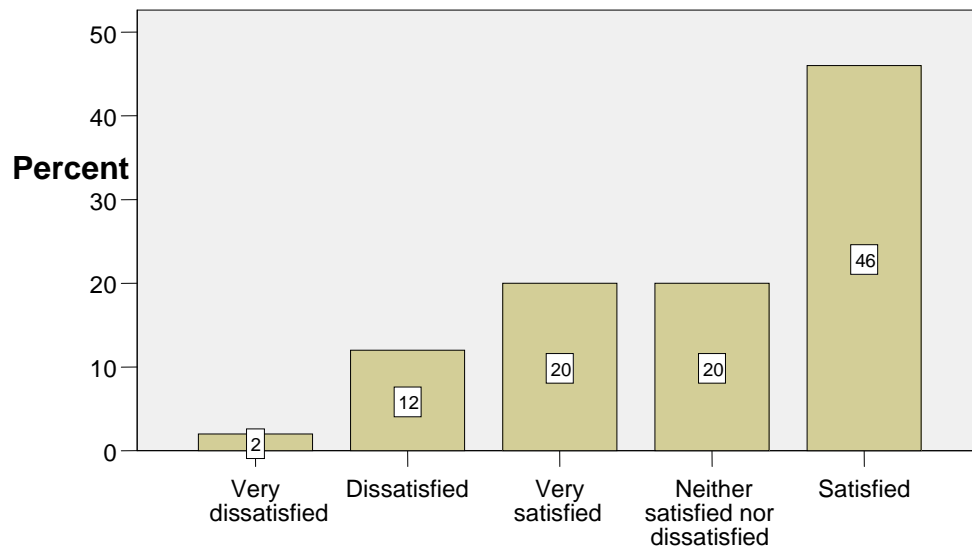


FIGURE 7

Figure describing the employees' responses towards effectiveness of HIV/AIDS prevention services delivery system in the company.

Figure 7 shows results on the effectiveness of the HIV/AIDS prevention services delivery system at Sechaba Brewery Holdings Limited. 46% respondents reported 'Satisfied', 20% 'Very Satisfied', 20% 'Neither Satisfied nor Dissatisfied', 12% 'Dissatisfied' and 2% 'Very Dissatisfied'. Similarly, as presented in Figure 6, the results show an optimal satisfaction to the HIV/AIDS delivery system. This again may be ascribed to the fact noted by Smith (2007) in that most companies have ad hoc HIV/AIDS management and delivery systems. Furthermore, there are no models in place to significantly contribute to holistic service provision in the workplaces of most companies.

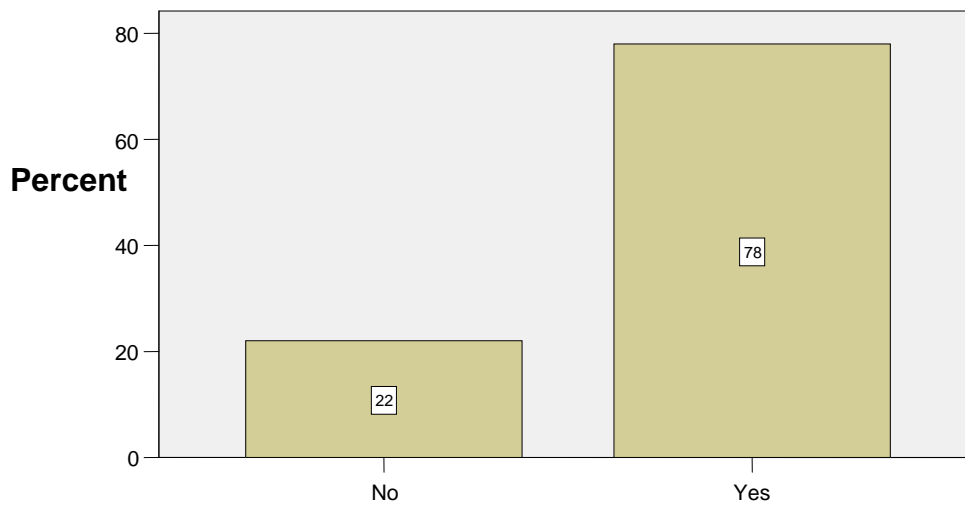


FIGURE 8

Figure describing perceptions of employees on the company' HIV/AIDS prevention programme having clear linkage with the Botswana National Framework for HIV/AIDS 2009-2016.

Figure 8 presents a relatively interesting result on the company's HIV/AIDS prevention programme having clear linkages with the Botswana National Framework for HIV/AIDS 2009- 2016. An initial significant observation is that the results pattern presented in Figure 8 similar to that of Table 11 above. A high number (78%) of respondents indicate 'Yes'. Similarly, 22% respondents reported 'No'. The discrepancy in the results is not surprising. This supports Global Competitiveness Report (2005-2006) in noting that there is broad societal response to HIV/AIDS. In addition, the results are affirmative of the note by UNDP and Ministry of Finance and Development Planning, (2005) that states that private sector's response to HIV/AIDS started as part of the national HIV/AIDS workplace programme in 1991. Overall, the respondents' results indicate confidence in company policies and linkage to the national government policies to fight HIV/AIDS.

TABLE 12

Table presenting the extent to which the company staff and stakeholders are involved in the development of HIV/AIDS prevention programmes.

	FREQUENCY	PERCENT
very dissatisfied	2	4
very satisfied	5	10
neither satisfied nor dissatisfied	8	16
Dissatisfied	8	16
Satisfied	27	54
Total	50	100

Table 12 presents results on the company staff and stakeholders involvement in the development of the HIV/AIDS prevention programmes. Relatively 54% (27) respondents are satisfied, whereas 4% (2) are very dissatisfied. As elsewhere in the results, the proportion that is neither satisfied nor dissatisfied is not alarming 16% (8). However, while the former figures are similar, it is interesting to observe that 16% are dissatisfied. It is also interesting to note that, whereas a considerable number of respondents are on average about their level of satisfaction, Ellis & Terwin, (2004) report few companies that have however conducted a risk assessment of understanding and impact of HIV/AIDS in their workforce and consumer base in the community. In addition, the Botswana Business Coalition on AIDS (2005) survey showed 83% of managers were reluctant in the involvement of HIV/AIDS prevention programmes. This finding will be important to note in this study in order to assess the numbers of top managers and executives of Sechaba Brewery Holdings Limited who have contributed to the results presented in the study.

Furthermore, as mentioned in the previous section of the report, the vast majority of respondents (46%) by job grade category are D-I (Supervisory and Skilled), whereas roughly, 2% accounts for Executives and 26% for Management. In sum, it will be interesting to see if this representation affects the complacency of the study results and conclusions.

TABLE 14

Table presenting a cross tabulation of Job grade category against employees results in respect to survey Question 25 on corporate social responsibility activities related to HIV/AIDS prevention.

JOB GRADE	Does the company report regularly or annual on its Corporate Social Responsibility activities related to HIV/AIDS prevention			
		YES	NO	
A-C	Frequency	8	5	13
	Percent(%)	16.0%	10.0%	26.0%
D-I	Frequency	11	12	23
	Percent(%)	22.0%	24.0%	46.0%
J-L	Frequency	8	5	13
	Percent(%)	16.0%	10.0%	26.0%
X	Frequency	0	1	1
	Percent(%)	.0%	2.0%	2.0%
Total	Frequency	27	23	50
	Percent(%)	54.0%	46.0%	100.0%

Table 14 shows the results on the regular or annual reporting on its Corporate Social Responsibility (CSR) activities related to HIV/AIDS prevention. The results are cross-tabulated using the demographic indicator; job grade category. The justification for this is explained in the introductory section of this chapter. Out of the 4 job grade categories, A- C, D-I and J-L only present significant results for discussion.

As the results reflect, job grade category A-C and J-L present similar results (16%) to ‘Yes’ and (10%) to ‘No’. These figures are both still well below the expected average given the literature cited in the introductory section of the report. Results for job grade D-1 show 22% for ‘Yes’ and 24% for ‘No’. The entire results presented do not reflect strong confidence in the annual and regular reporting of corporate social responsibility activities related to HIV/AIDS prevention in the company and outside. It may also to a point show failure of the company to assess how robust is Sechaba Brewery Holdings Limited company’s CSR knowledge and openness in HIV/AIDS activities.

4.3.4 OBJECTIVE 3: INDICATORS FOR PROGRAMME STRATEGIES

In this section of the report, the figures and tables portray results linked to Objective 3. The corresponding figures are presented and discussed.

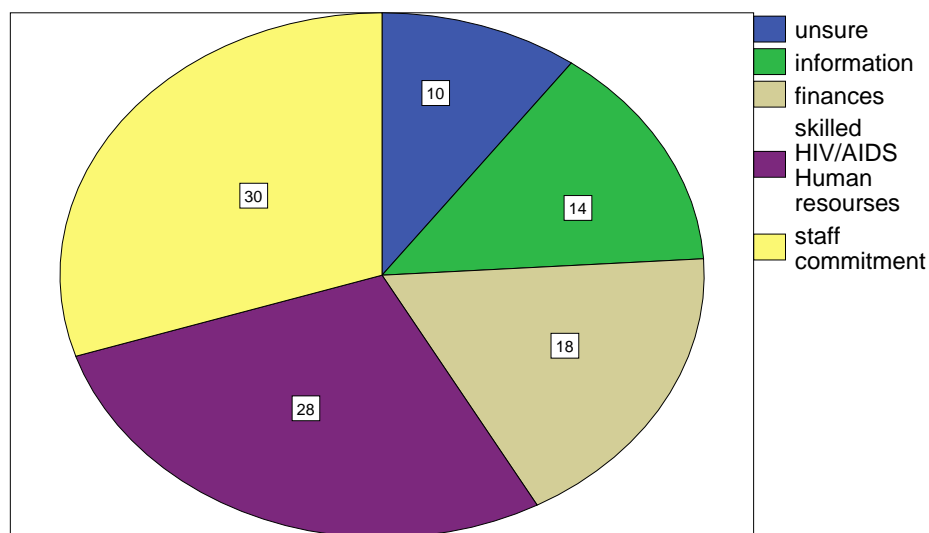


FIGURE 9

Figure detailing employees' results in account of significant resources in respect to survey Question 26.

Figure 9 shows that staff commitment is reported as the larger percentage (30%) that respondents regard in order to see effective and efficient implementation of HIV/AIDS interventions. 28% of the respondents also report skilled HIV/AIDS human resources as an essential resource. Finances account for 18% and information for 14%. While most of the variables reported are essential in the overall holistic workplace programme provided by Sechaba Brewery Holdings Limited Company, it is statutory welcome regard that most respondents have viewed themselves as the most essential contributor to programme success. Apart from the fact that the respondents are essential, the 2005 BBKA report noted that employees of the company are key requisites in corporate social responsibility activities related to HIV/AIDS prevention. Furthermore, staff commitment has been verified through a

number of surveys to have a positive impact in the HIV/AIDS workplace programme of any company (BER, 2004).

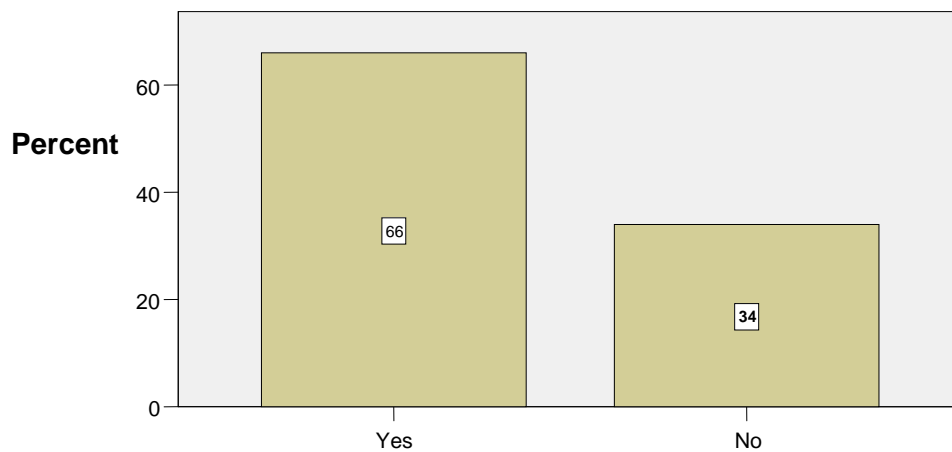


FIGURE 10

Figure showing employees perception towards best practices in HIV/AIDS prevention that business sector in totality could adopt from the company.

Figure 10 is presentation of results on best practices in HIV/AIDS prevention that respondents from Sechaba Brewery Holdings Limited think business sector in Botswana could adopt. A total 66% reported 'Yes', whereas 34% indicated 'No'. It is obvious from the results that a majority are affirmative to the question. While the literature review shows that Debswana is the only private sector company in Botswana that has tremendous work towards HIV/AIDS prevention and policy in the workplace, this report has revealed very interesting insights into the HIV/AIDS workplace programme of Sechaba Brewery Holdings Limited. A close look into the Sechaba Company's history on HIV/AIDS prevention has shown that it is well established and in fact one of the first companies to roll-out Anti-retrovirals to its employees and dependents of the employee. It is also interesting to appreciate that compared to Debswana, Sechaba Brewery Holdings Limited has also done tremendous work in representing its workforce in HIV/AIDS prevention and treatment over the years. Perhaps, as

the report has implied some of the positive programmes which are done by the company has not received enough CSR awareness among its stakeholders and the larger private sector community.

There are two additional observations. First is that Sechaba Brewery Holdings has received some strategic management guideline on HIV/AIDS programming from its mother SABMiller subsidiary in South Africa. The implication is obvious- most of the SABMiller subsidiaries internationally are business and ethically required to have standard HIV/AIDS workplace programmes implemented in the workplace. The second observation is that like Debswana, Sechaba Brewery Holdings Limited has a limited training expertise with regard to community engagement, communication and dealing with communities on HIV/AIDS at different levels. This implies that comparison between the two big companies is a call out to what Wyk (2009) arguably presents as a need to “step of Corporate Social Responsibility (CSR) in igniting a conscious awareness that a business should build strong public reputation for social responsibility inwardly (workforce practices) and outwardly (treatment of and respect for customers, stakeholders and the environment).

In sum, apart from the fact that there are few gaps that need to be addressed in the context of best practices and CSR activities related to HIV/AIDS prevention, it cannot be arguably denied at the relative appreciation that can be borrowed from Sechaba Brewery Holdings Limited in its HIV/AIDS prevention programmes. In order to affirm that the abovementioned is noteworthy, Chapter 1 has shown the additional step up in ‘PROJECT TSHELANG’ an initiative that Sechaba Brewery Holdings Company has taken to show its continuous efforts in the demands of HIV/AIDS to their business.

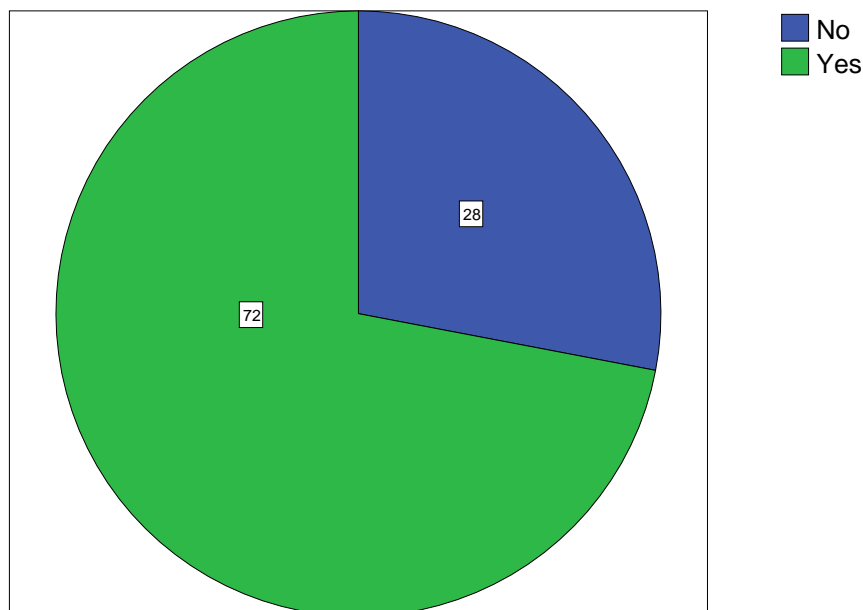


FIGURE 11

Figure showing employees responses with regard to partnerships and their contribution to the overall performance of the company in responding to HIV/AIDS.

Figure 11 shows respondents opinions with regard to partnerships in HIV/AIDS prevention having to contribute to the overall performance of the company in responding to HIV/AIDS. 72% reported 'Yes' and 28% indicated 'No'. The comparative analysis reveals that there is huge difference in the respondents' responses to the question. Although one may have an expectation to see the high percentages represented for the 'Yes' answer, it appears as though the respondents see HIV/AIDS partnerships as noticeable on overall national response. This supports BIDPA (2006) report that there are CSR initiatives in HIV/AIDS that span across different industry with the aim to reduce and prevent new infections in the communities in Botswana.

Out of the results presented there can be no doubt that the company has to take up Botswana Business Coalition on AIDS membership in order to establish the necessary relations in response to the on-going fight against HIV/AIDS. It adamant that Sechaba also recognise that

such partners can provide a broad-based support and constituency that is vital for effective HIV/AIDS prevention and protection in the workplace. In summary, data trends have begun to show that those involved in the world of work, particularly Business Coalitions, workers' and employer organizations and International Organizations have started to take creative initiatives to respond to the epidemic. For example, the hivsouthernafrica.info website is a platform for sharing ideas, best practices, knowledge and experience on HIV prevention in the southern African region. Finally, the results show that the time is ripe for Sechaba Brewery Holdings Limited to foster strategic partnerships that could in future help finance treatment and prevention efforts toward HIV/AIDS.

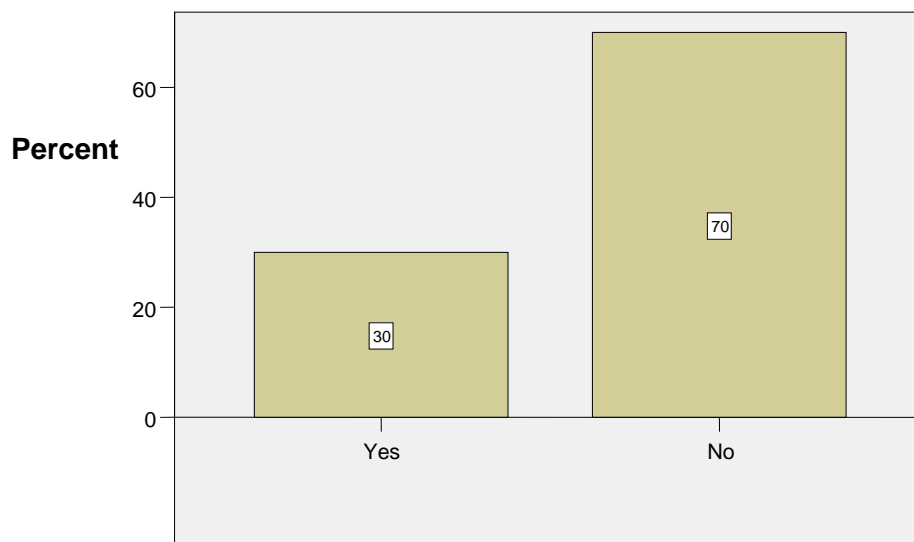


FIGURE 13

Figure showing employees response to an HIV/AIDS management system standard accreditation and auditing system.

Figure 13 shows respondents response on the company's HIV/AIDS prevention programme having any management system standard accreditation and auditing system. The results present 70% negative ('No') and 30% affirmative ('Yes'). As African Development Forum on HIV/AIDS report (2004) notes "HIV/AIDS planning and programming is ad hoc in nature in some private sector companies in Botswana". In addition, Smith (2007) significantly recommends for companies in the private sector to adopt the SANS 16001 HIV/AIDS management system. This system is already been implemented in a number of companies in

South African and soon to be taken on board by the Debswana Jwaneng Mine in Botswana. This supports Pestre (2006) investigation that calls for researchers to have an understanding of how business organizations should act with respect to their stakeholders and this involves the appreciation of the power of business models and its innovativeness. Contrary to the preference for Government HIV/AIDS management systems and standards, it is time that companies appreciate the power of the private sector and its models in HIV/AIDS prevention.

Moreover, the literature presented has shown that the private sector in Botswana has the potential to develop an HIV management system that is best suited to private sector in commonality. It cannot be disputed across the globe that companies that demonstrate willingness to go beyond the standard and play an innovative role in HIV/AIDS prevention have received support from International Organizations and stakeholders. This is further evidence that beyond this project and thesis there is a need for Sechaba Brewery Holdings to take progress in HIV/AIDS prevention a step up and move towards the creation of the first HIV/AIDS management standard and auditing system. The strengths of the company are not far too seek. The company is highly internationalised, it has a rigorous HIV/AIDS workplace programme and it has the basic qualified staff and resources which are subject to improvement. In general, Sechaba Brewery Holdings Limited has a strategic management document in place that it can use to help guide it in the development of this HIV/AIDS management standard and auditing system.

4.4 CONCLUSION

This chapter presented and discussed the results on the three research questions in the study. The response to Objective 1 has shown there is a significantly high level of employee awareness and knowledge towards corporate social responsibility (CSR) activities related to HIV/AIDS prevention. The response to Objective 2 has shown there is a need to account for the comprehensiveness of programme gaps knowledge and HIV/AIDS prevention in the company. However, there appears to be high affirmative to the company's programme with the National Framework for HIV/AIDS 2009- 2016, and a high level of staff involvement. On Objective 3, the results have indicated, it is unquestionable for the company to work in partnership with stakeholders for best practices sharing and the need to initiate HIV/AIDS management system standards for the betterment of the company's programme across its supply chain.

CHAPTER FIVE: CONCLUSION

5.1 INTRODUCTION

This chapter presents the summary of the research report, results, limitations and recommendations of the study.

5.2 SUMMARY OF THE STUDY

The aim of the study was to establish perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness. The study was guided by 3 objectives of which all have been presented. The literature review presented in the report has show the importance of investigations in HIV/AIDS prevention and also the need to address the problem from a corporate social responsibility perspective. The review has also showed that the numbers of studies that have been done on companies about the level on awareness on corporate social responsibility activities related to HIV/AIDS are few. Generally, the topic of corporate social responsibility not been well researched. There are very few empirical studies presented as shown by the literature review, although some useful works by scholars such as Pestre, Wyk, McWilliams and Siegel, and Broomes and Iyanda have been found.

Out of a population of 102 a sample size of 50 was selected and thought sufficient to establish the establish perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness. A self- designed questionnaire was used to collect data for this study. The data results were coded and analyzed using the Statistical Package for Social Sciences (SPSS) package. The study revealed some very significant and interesting findings which are summarized in the next Section 5.3. The recommendations of the study are found in Section 5.5 and they serve as concluding remarks of this study on the perceptions of Sechaba Brewery Holdings Limited employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness.

5.3 FINDINGS AND RESULTS

Results indicate that the level of awareness on corporate social responsibility activities related to HIV/AIDS prevention at Sechaba Brewery Holdings Limited is high. The result for this is that the company has built strong public reputation for social responsibility inwardly (workplace HIV policy practices and programmes) and outwardly the company has enacted treatment activities for its employees and the immediate families of the employees. In spite of these results, given the fact that Sechaba Brewery Holdings Limited is one of big corporations in Botswana, there is a strong case for the company's HIV/AIDS workplace programme to well known among the employees.

There were a number of other findings in this study. From the measurement on programme gaps it has become evident that there is a need to revisit the comprehensiveness of the HIV/AIDS programme in totality. In addition, the results have indicated that it is essential for the company to continue with HIV/AIDS reporting in annual reports. Such an initiative will present an opportunity for external stakeholders to appreciate the consistent and good progress work in HIV/AIDS prevention and awareness that the company is doing. Moreover, the delivery system in reporting of HIV/AIDS activities done as part of corporate social responsibility will help provide Sechaba Brewery Holdings Limited management with positive appropriate mind-set to engage in the holistic development of the HIV/AIDS prevention programmes.

The results also have shown that it is in the best interest of the company to put in a concerted effort to not only staff commitment in HIV/AIDS programmes but also join in partnerships with stakeholders to encourage overall performance of the HIV/AIDS programme. In particular, linkages with the Botswana Business Coalition on AIDS, other private sector companies, Government bodies, community groups and international organizations will be important, especially in the long- term. Broadly, it is also essential that the company use its supply chain model and strength to develop an HIV/AIDS management system standard and auditing system. From a business perspective, it only makes business interest when such an initiative is initiated by a well established company that has played a significant role in providing leadership in managing the HIV/AIDS crisis among its employees and business operations. Finally, this research report suggests an important implication of the power business sector has in addressing the problem of HIV/AIDS.

5.4 LIMITATIONS OF THE STUDY

Common to all research, this study encountered challenges that could possibly have affected the results outcomes. It was not possible to include all the sites of Sechaba Brewery Holdings Limited in the study. The rationale for this is that the researcher provided 98% funding towards the total project research. There was no external budget funding that was provided for this study. Also, it was very expensive for the researcher to commute between the different sites of the company without organized transport. The SPSS package used for data analysis was very expensive and preliminary basic training had to be done by the researcher in order to analyze the data. To add, in view of time constraints, only a sample of 50 had to be selected from the overall population. Although, the number may be regarded as small given the company size, it is considered representative enough to validate the findings of the study. Moreover, the questionnaires sent out to some of the site of Sechaba Brewery Holdings Limited did not come back and this unfortunately delayed the sample selection and data entry. Lastly, the questionnaire was structured in English and therefore in some few cases the respondents did not understand, and a translation had to be made by the researcher into the 'Setswana' language in order to simplify the questions for ease of understanding to all respondents.

5.5 RECOMMENDATIONS OF THE STUDY

This study was done exclusively to Sechaba Brewery Holdings Limited Company. This represents only one company in private sector in Botswana. Future research devoted exclusively to one business sector or different business sector companies in manufacturing, retail, services, and so on might present a more balanced and representative portrayal of the perceptions of employees on CSR activities related to HIV/AIDS prevention in order to provide informed guidelines and to increase awareness. Given the interesting HIV/AIDS awareness results presented in this report it is prudent to expand this study to multinational companies with established corporate social responsibility programmes in order to lure them for partnerships in developing a CSR model for HIV/AIDS awareness and prevention in the Southern African region.

As the results have also shown, there is a need for Sechaba Brewery Holdings Limited to revisit its programme comprehensiveness and delivery system. This suggests the need to consider other relevant practices relating to HIV/AIDS in the company. For instance, it is

very essential that information dissemination on HIV/AIDS be examined and more condom distribution be done especially at designated points and offices inclusive. In this report it has also been demonstrated that it is important for staff commitment and skilled HIV/AIDS human resources to be made available. While, it is known to all the economic downturn has hard-hit most corporations globally, Sechaba included there is evidence from the context of this research that the company must employ well-rounded human resources officer with background in HIV/AIDS Management in order to contribute at management level and expertise towards this problem.

Given the size of the company, HIV/AIDS reporting needs to be more rigorous and inform policy and supply chain of Sechaba Brewery Holdings Limited. Additionally, as the results reflect, membership and partnerships by the company will foster new significant impact by the company in HIV/AIDS prevention and awareness among staff and community at large. Furthermore, it is essential that the company start initiation of the HIV/AIDS management standard and auditing system. As initial step up move the company must purchase the SANS 16001 model and pilot it for a period of one year to see the fruitful benefits it presents. In conclusion, it is in the best interest of Business to Sechaba Brewery Holdings Limited to increase in its employee level of awareness and stakeholders by putting programmes out there in the public domain through activities linked to corporate social responsibility.

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