Strategies of Foundations in Managing Corporate Social Responsibility: A Nigerian Case Study

Presentation at the Technical Sessions of the International Conference on Corporate Social Responsibility (CSR 2015), held at SDM Institute for Management Development (SDMIMD), Mysore, India, on November 6, 2015.

Stephen ARO-GORDON, Ph.D.
FIMC, FCAI, FCMA, IAQF, ANIVS, RSV
Senior Lecturer & Head of Department, Financial Mathematics
Faculty of Computing and Applied Sciences
Baze University Abuja, Nigeria
Email: stephen.aro-gordon@bazeuniversity.edu.ng / getyouthsworlking@yahoo.com

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Coverage...

i. Introduction
ii. Literature
iii. Method of investigation
iv. Results – Periscoping TYDF case
v. Conclusion
First, some key terms...

✔ "Corporate" – not just involving the corporation, but as relating to or involving a group as a whole, i.e. everyone of us.

✔ "Social" – relating to the human society or community rather than alone.

✔ "Responsibility" – State of being accountable or answerable to another for something; reacting positively, quickly, strongly, or favourably to something.

✔ "Foundation" – An institution or philanthropy that has been formally set up with an endowment fund to support certain cause, e.g. a school, research establishment, charitable trust, or hospital.
A philanthropic organization is established to improve the material, social, and spiritual welfare of humanity, especially through charitable (generous, sympathetic, favourable, tolerant, dispensing help to the needy people) activities.
Are we
1. at the level of *if/whether/why*?

or

2. at the level of *what/where/how*?
The CSR essence...

✓ **A Symbiosis:** Equal stakes towards achieving the same goal – improving quality of living on the same planet

- Government-Corporations-Society
- ⇝ Planet-Profit-People

✓ “**Corporations are indispensable instruments of our modern civilizations, but I believe that they should be so supervised and so regulated that they shall act for the interests of the community as a whole.**”

- Theodore Roosevelt (1858 – 1919)  
  (America’s 26th President, in the early years of the 20th Century)
The CSR essence...

- CSR should not be seen merely as a way to “give back” to the society but as a strategy for achieving innovation and competitive advantage.

- Porter & Kramer (Dec 2006)
The CSR essence...

✔ CSR – Doing the most good for your company and your cause.

- Kotler & Lee (2008)
The CSR essence...

✓ “Being good is good business.”

- Anita Roddick
If being good is good business...

- Good-behaviour rewards...

✓ “No, thanks. I don’t one. I want to behave well, and I don’t need a reward for that.”

- 11-year-old boy Tyree

“Once free, I soon felt shocked – not by the cruelty of the ordeal I had undergone, but by the mistakes made by the entire international community … I was stunned by the fact that these mistakes were being repeated again and again.”

-Nicholas Henin (2015:vii)

Former ISIS hostage in his *Jihad Academy: The Rise of Islamic State*
Fallouts of conflict and violence across the globe … can we all afford to close our eyes?

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Rationale for continuous CSR Research...

- Relatively **new** as formal field of study
- In CSR, **no one-cap-fits-all** approach – context-specificity...
- CSR as a veritable means for **reducing social tensions** – the haves vs. the have-nots...
- Climate change – Unless every business signs on to **green economy**, a failure to keep the rise in global temperatures below 2 degrees Celsius (3.6 degrees Fahrenheit) by the end of this century, may trigger worse cases of refugee movements across the globe than the world has ever witnessed.
### CSR Scope

An integrated pedagogic model...

<table>
<thead>
<tr>
<th>3-factor Model</th>
<th>4-factor model</th>
<th>Value-based model</th>
<th>ISO 26000 Model</th>
</tr>
</thead>
</table>
| • Environmental Sustainability  
  • Community Involvement  
  • Ethical business / marketing | • Legal  
  • **Philanthropy**  
  • Economic  
  • Ethical | • Value-creation  
  • Risk management  
  • **Corporate philanthropy** | • Human rights  
  • Labour practices  
  • The environment  
  • Fair practices  
  • Consumer issues  
  • **Community involvement and development**  
  • Organizational governance and principles |

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Ethical Social Responsibility ...

- Ethics precedes any philosophy...
- Is there / can there be any limit to ethical responsibility?
- E.g.: The opposition party in Nigeria is currently accusing PMB of ‘demarketing’ Nigeria for characteristically ‘telling the truth’ about the nation’s economy.

“Ethical relationship consists of unlimited, measureless responsibility toward each other that is in continuous excess over any formalization of responsibility in the law and stated ethical principles.”

- W. R. Roth
A major hurdle to clear in Nigeria: access to quality education …

- Infrastructural inadequacy
- Inadequacy of learning materials – books, desk, chairs, etc.
- Inadequacy of qualified / motivated teachers
- Limited early education centres
Section 1 (2) of TETFUND Act, 2011, introduced Tertiary Education Tax at the rate of 2% on the assessable profit of a company registered in Nigeria.

The assessable profit of a company is ascertained in line with the Companies Income Tax Act or the Petroleum Profits Tax Act as the case may be.
Previous studies have tried to examine the CSR issue more holistically, covering the activities of banks, oil companies, and MNCs, but hardly any major work detailing the way the so-called Foundations conduct the social interventions...
1. To gain more familiarity with the concept CSR in the Nigerian context using TYDF as a case study.
2. To portray the scope and characteristics of TYDF social responsibility business model.
3. To identify some of the key constraints in CSR practice in a developing economy like Nigeria.
Data collection approach…

- Basically secondary data – the researcher read, saw, heard!

  i. Corporate Web reports, content analysis of relevant documents
  ii. Interviews – FGDs, key informants within and around the communities
  iii. Field observations – visited selected project sites
  v. Geography – Taraba State only
  vi. 12 projects in 31 communities (see appendix in the narrative)
  vii. 7 LGAs (of the 16 total) spread across all the 3 senatorial districts
  viii. Projects focus: 2009 -2013 strategic cycle; education sector

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Information-gathering…

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Data Collection:
Great help from programme officers…

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Data collection:
Great help from the driver too!

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Data Collection:
…and Nature too was so refreshing…
A small digression:
…Spot the difference…

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Taraba State, Nigeria
“Charity begins at home”!!

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Why Foundation?

i. Recall current research gap in the Nigerian context.

...and why TYDF?

i. National footprints - TYDF funds projects on a national level in Nigeria.

ii. Additionally, there are separate Community Funds for Taraba and Edo States respectively for NGOs and CBOs working in the two States to carry out small and medium size development projects in local communities across both States, but this case study is focused on Taraba State.

iii. Information availability - Convenience sampling.
Some challenges encountered during field survey…

- Very bad rural road networks…
- Some partner-NGOs were a bit uncooperative / inaccessible for needed information…
- Time constraints – community to / from 31 communities in five days!
- Security risk in North-East Nigeria – Army check-points…
RESULTS...

CSR: TY Danjuma Foundation (TYDF) Approach
TYDF Vision...

✓ TYDF’s vision is to see a Nigeria where all people have access to affordable healthcare, education, and opportunities to realize their potentials.

✓ This, the Foundation hopes to achieve through its flagship priority areas in Community Health, and Education and Skills Training.

✓ Evidently, interventions in the areas of education and capacity-development are pivotal to the Foundation’s purpose.
CSR begins at the level of the individual...

“I would like the TY Danjuma Foundation to be a model for all the indigenous Foundations that have so far been established and will be established in Nigeria. I would like the Foundation to train other Foundations and create capacity in the running of Foundations in Nigeria.”

-General TY Danjuma (R) (2010)
The Founder:
CSR begins at the level of the individual…

- General TY Danjuma (Retd.), former Chief of Army Staff of Nigeria in the 1970s/80s, leads a distinguished board of trustees of the organization.
- The retired general is also the Chairman of the Nigerian government’s interventions programme aimed to assuage the effect of poverty, deprivations and death inflicted on the people of the North East by the Boko Hara menace (Ochayi, 2015).
Governance structure

- Founder – General Danjuma(R)
- **Board of Trustees** of eminent persons
- Among TYDF’s management are seasoned and accomplished professionals from across various fields including economics, management, accounting, mass communication, M&E, law, political science, medicine, academics, etc. and the military.
TYDF footprints and landmarks

- 18 States of the Federation of Nigeria
- 112 grants to 73 NGOs/CBOs/FBOs
- Total disbursement – US$7.2 million
- About 500 teachers have been retrained
TYDF core operating values and focus areas...

- Informed and responsive grant-making
- Active community engagement and involvement
- Government participation
- Accountability and Innovation
- Community health initiatives
- Enhancing quality of education
- Income-generation
- Policy-advocacy

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TYDF philosophy of educational interventions....

- TYDF supports projects aimed at:
  - Providing conducive learning environment
  - Rural schools
  - Increasing enrolment, retention, and completion of education
  - Increasing community participation in school governance.

- Complete School Programme
  - Renovation of classrooms & teachers' offices
  - Teaching and learning materials
  - Provision & upgrading school libraries
  - Provision of school furniture
  - School governance

- Integrated skills training for women and youths including people living with disabilities
  - Livelihood skills
  - Income-generation prospects enhancement

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Dilapidated Primary school building
@The Rafin Gada (Wukari LGA)... evidence for CSR intervention?

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TYDF general process flow

- **Vision**
- **Strategic Plan**
- **Approval**
- **Impact Assessment & Policy revision**
- **Projectivization, Training, Funding & M&E Reporting**
- **RFP & Project filtering**
RFP and project filtering

- **Grant-amounts:**
  - N4 million – N58 million (US$20,000 – US$300,000)
  - N2 million – N20 million (US$10,000 – US$100,000)
  - N500,000 – N2 million (US$2,500 – US$10,000)

- **Project tenure:** Maximum: 12 months

- **Eligibility criteria:**
  - Duly registered not-for-profit organization working in Nigeria
  - Valid audit report – 2 full financial years
  - Verifiable organizational structure
  - Proof of community participation and government involvement
  - Track-record of achievements
  - Synergy with TYDF vision

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- **Baseline data**
  - Difficulties in baseline procurement/implementation.
  - Doubts as to the validity of baseline information provided by partner-grantees, TYDF has had to resort to monitoring “progress on achievements”.
  - In the final analysis, baseline information is a necessity for ensuring effective project planning and impact monitoring and evaluation by intervening Foundations.

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- **Capacity-building: (GT)**
  - TYDF trains all newly selected grantees and follows through with their approved proposals, guiding the grantees to tidy up on any loose ends in their project implementation and project monitoring plans.
  - Broadly, the objectives of the GT are to
    - deepen grantees’ understanding of TYDF grant making and what it expects of the grantees;
    - to strengthen the internal structures of grantees in using the Foundation’s funds; and
    - to reinforce the capacity of grantees in monitoring and evaluating projects.

- **Funding & Budget**
  - Time-frame: Projects that extend more than a year usually continue to receive funding support subject to satisfactory progress report and M&E assessments.
  - Joint funding schemes encouraged
  - No room for contingency sum
Projectivizing the MEL way

- TYDF initiated a new **Monitoring, Evaluation and Learning (MEL)** Strategy in October 2013 as the former, traditional Monitoring and Evaluation (M&E) Strategy became inadequate while the number of grantees has increased and more diverse in recent years, prompting the new MEL approach.

- **Clarity of roles:** The MEL strategy seeks to articulate from the onset what results stakeholders hope to achieve in social interventions and ensures that intervention efforts are tracked and recorded towards the set goals. Through this strategy, a clear road is in place for everyone to see; thus the stakeholders can focus on the priorities in the midst of so many activities.

- **MEL’s critical features** include:
  - mandatory project monitoring by grantees;
  - participatory project monitoring and evaluation; documenting project results i.e. outputs and outcomes, demonstrating learning i.e. change
  - ensuring implementation of mandatory activities such as baseline studies,
  - formation of project monitoring teams at each project implementation location and end of project evaluations

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Impact assessment and policy revision...

- The formation of project monitoring teams at each project implementation location and end-of-project evaluations.
- External consultants are involved at this stage.
Snippets of TYDF educational CSR projects (2009 – 2013)...

- **LEAP Africa (2010):** "LEAP Leadership, Ethics and Civics Programme"

- **Murtala Mohammed Foundation (2010):** “Computers for Schools (C4S)" for Federal Government Girls College, Jalingo

- **Anglo-Nigerian Welfare Association for the Blind (ANWAB) (2011):** Workshops on mobility and Chess in Magami (Jalingo LGA) and Garbabi (Gashaka LGA).

- **Haske MPCS (2011):** Project to enhance the quality of education of the pupils in Gindin Waya community, by providing instructional materials and organising Extra Mural lessons in Gindin Waya, Ibi LGA.

- **Humtaro Science Programme (2011):** Project to improve quality of education in Baissa by establishing a Science Laboratory for secondary school students in Baissa, Kurmi LGA.

- **Change Managers International Network (2012):** To enhance literacy amongst women and girls through scoping, advocacy and sensitization campaigns by the year 2013, with focus on two communities (Gidan Idi and Rafin Kada) in Wukari LGA of Taraba State South Senatorial District.
Snippets of TYDF educational CSR projects (continued)…

- **NUT, Taraba State Wing**: To strengthen and address the quality of education in the public service school system in Taraba state by reaching out to an estimated 50,000 school youths and their teachers in Wukari, Ibi, Takum, Lau, Zing Bali, Gashaka and Karim-Lamido LGAs. (2012)

- **Taraba Youth Progressive Association, Taraba (TYPA)**: To support initiative that addresses the problems of high illiteracy within schools and improve the quality of schools in NTA and Magami wards through provision of instructional materials to support girl child and the training of volunteers in Magami and NTA ward, Jalingo LGA (2012)

- **Mfanyiwa Orphanage Foundation (MOF)**: To improve the quality of education by reducing the problem of lack of learning materials through the provision of instructional materials at the orphanage in Dadinkowa, Wukari LGA (2012)

- **Nigerian Montane Forest Project (NMFP) (2012)**: To make a bright future from Esso Mobile Nursery School by enhancing the teachers’ capacity and provision of instructional materials in Yelwa Nursery School, Yelwa Village, Sardauna LGA. (2012)

- **LEAP Africa (2013)**: Youth Development Training Programme (YDTP) - designed to equip youth between the ages of 14 – 35 years with the leadership and life skills required to cope with life’s challenges

- **FAHIMTA Women and Youth Development Initiative (FAWOYDI)**: Increasing access to Basic Education In Taraba North Senatorial District for the Girl-child through construction of one block of 2 classrooms, gender based toilets; and provision of school play materials in Yusa community of Lau LGA and Kwanan Dutse community in Ardokola LGA(2013).
TYDF:
... help for the visually impaired

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TYDF:  
... help for the women and the girl-child
Gidan Idi and Rafin Gada communities (Wukari LGA)

...Women empowerment was a key aspect of TYDF model...
The girl-child education @ NTA and Magami communities (Jalingo LGA) .... a aspect of TYDF philanthropic model
providing separate toilet facility for the girl-child so as to improve access to education

Location: Kwanan Dutse, Ardo Kola LGA

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...providing brand new school infrastructure

**Location:** Kwanan Dutse, Ardo Kola LGA

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The TYDF new science Lab @ Baissa (Kurmi LGA) … great help for the future scientists in 7 schools!

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TYDF First-aid boxes @ Esso Mobile Nursery School Yelwa Village Sardauna LGA – integrating health with primary education

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@ Gidin Waya community (Ibi LGA)

...TYDF computer laptops and more instructional materials assisted access to quality education at the grassroots
The TYDF experience: Some areas of concern...

- Baseline data
- Capacity development
- Stakeholder-collaboration

- Ensuring sustainable provision of teaching materials
- Ensuring sustainable provision of physical infrastructure
- Funding base – more interventions needed
- Possibility of including indigenous languages in the process flow
Concluding remarks

- The presentation has periscoped the CSR approaches of a leading Nigerian Foundation (TYDF), with emphasis on its interventions in the primary and secondary education sector.

- The strategic options are diverse, but the adoption of Corporate Philanthropy model was evident in the TYDF case, which the Foundation has reinforced with its new MEL strategy. Subject to firm-specific modifications, the philanthropic approach appears to have high utility for desirable social impact in needy communities.

- However, more fine-tuning of operational strategies and tools is needed, particularly in the areas of baseline data, capacity-building, and stakeholder involvement, to mention a few.
Future research…

- This case study has focused on only one organization - Comparative studies and quantitative performance rating of other Foundations / corporations in Nigeria and elsewhere are needed to add to the CSR picture.
- The work focused on only one sector (education) – future studies should tackle interventions in other critical sectors such as agriculture, health, and job-creation as well.
- Utility / impact of the newly introduced MEL (Monitoring, Evaluation, and Learning) strategy should be investigated.
✓ “Kindness is in our power even when fondness is not.”

- Samuel Johnson

☐ We all can be more socially responsible than we’ve ever been, so that we can all wake up tomorrow morning and still find a world to live in.
Thank you for your patience

Stephen ARO-GORDON, Ph.D.
FIMC, FCAI, FCMA, IAQF, ANIVS, RSV
Senior Lecturer & Head of Department, Financial Mathematics
Faculty of Computing and Applied Sciences
Baze University Abuja, Nigeria
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