

**Corporate Social Responsibility and  
Competitiveness for SMEs in Developing  
Countries:  
South Africa and Vietnam**

**APPENDICES**

**(ANNEX VOLUME  
to the Final report)**

Submitted by

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with

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## A) Methodology

The study has been based on the following methodology. The overall methodological approach is based on Critical Realism (Sayer 1992 and 2000). The research strategy is so-called abductive (see Sayer 1992, p. 237) with an analytical, empirical rather than conceptual aim.<sup>1</sup>

The research design include three types of research<sup>2</sup> and knowledge which are combined in the analyses in order to answer the research questions, including formulating the recommendations of the study. The three types of research are: i) an explorative part; ii) an intensive part, and iii) an extensive part. In all three types of research, we triangulate information and insights, using a mixed method which combines both quantitative (statistical analyses: descriptive and inferential) and qualitative (content analysis of the interviews) methods.

i) The explorative part includes the framing of CSER, Competitiveness and SMEs situation. This has been conducted through a literature review where we ; a) include the most recent studies in the field, and b) highlight key findings from studies in Africa, Asia and Latin America (in particularly of course South Africa and Vietnam, but also some of the interesting studies in e.g. India and Pakistan).

We review how CSER practices are implemented by SMEs on a number of dimensions according to the TOR (p. 5) and the dimensions on business performance indicators in the literature. In addition to the common business performance indicators (such as productivity, turnover, profits, etc.), we also look for dimensions on resource efficiency and better labour-management relations (less conflict, less complaints, less strikes, happier workforce, etc). The key dimensions on labour standards should include: 1) codes of conduct which are developed from the core ILO conventions: wage payment, health insurance & social security & unemployment insurance & layoff benefits, work hours, overtime hours and pay, prohibition of forced labour and child labour, occupational health and safety, the right to collective bargaining, freedom of association, non-discrimination in employment, freedom from harassment and abuse; and 2) applicable labour laws of the country of manufacture. For instance, the progressive labour law in Vietnam adds: special stipulations for women workers (paid breaks for menstruation, child bearing and feeding; priority to be rehired after maternity leave, etc), and the right to strike against labour violations in any enterprises but the strike needs to be under the leadership of the labour unions.

The 'conclusion' on the explorative part has led to an outline of the elements to be included in the qualitative study on the SMEs and their meaning on CSER. These include the key issues to address, the analytical framework to be employed and the content of the questionnaire for the qualitative interviews (see next section).

ii) The qualitative part includes a) field work approaching CSER for SMEs in their own words, through interviewing SMEs according to the dimensions identified in the TOR (market, size, sector and type of

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<sup>1</sup> As agreed between the Core Team and AFD.

<sup>2</sup> The explorative and intensive parts constitute the bottom-up analysis as described in the TOR, while the extensive part constitutes the quantitative, comparative analysis in the TOR.

ownership, Jeppesen 2004) and through the explorative part (see above).<sup>3</sup> We have done so using a semi-structured questionnaire, conducting face-to-face interviews with owners and managers (see the qualitative owners/managers interview framework in appendix B), workers/employees (see the qualitative workers interview framework in the appendix B) and other stakeholders (business associations, government and unions). Though the main intension is to acquire qualitative data, the aim has also been to acquire quantitative data in order to substantiate the data to be obtained through the quantitative part.

Regarding the interviews with the workers/employees the intention was that they should include 1-2 selected workers/employees per SME in South Africa, and 60 group interviews with up to 5 workers/union representatives per group interview in Vietnam. The difference between the countries is due to that the Team Leader and the Country Coordinator on South Africa already have conducted such studies among SMEs in South Africa, so we have existing knowledge which needs to be briefly updated. However, this is not the case in Vietnam, where there has been no studies thus far that look at the adoption and impacts of CSER in SMEs and how the relevant stakeholders are impacted differently by CSER initiatives in SMEs. In reality, it was difficult to get access to interviews with workers (as explained in the methodology section of the final report) and we eventually ended with 47 interviews in South Africa and 300 interviews in Vietnam, however, from 46 and not 60 companies.

iii) The quantitative part has been based on the conclusions from the explorative and qualitative parts. We have investigated the models of CSER practices adopted by SMEs more in detail, again through field work and interviews with the same 20 x 3 SMEs as investigated in the qualitative part. The structured questionnaire has enabled analyses in order to seek to identify the linkages between CSER, business performance and potentially competitiveness. The aim has been to seek to assess the main driving forces of CSER and Competitiveness among SMEs – while a set of obstacles to this also is likely to be identified.

We have used a structured questionnaire, face-to-face interviews with 110 SMEs owners and managers in the two countries. As mentioned in the main report, 8 SMEs in South Africa opted out after the qualitative interviews, leaving us with 50 interviews while we managed to conduct 60 in Vietnam.

#### Selection of SMEs:

We intended to select and interview 20 SMEs per sector (3 x 20 SMEs) per country. In both countries, we intend to select a representative sample that reflects four overall criteria: 1. ownership variation (see above); 2. size (number of employees and level of formalisation); 3. market orientation (see above), and 4. sector variation (see above - with a preference to economic sectors that either have significant importance to the economy and/or the highest numbers of establishments).

While we managed to select two samples which has variation in terms of size, market and sector, we were not able to include the intended variation in terms of ownership and location. This was due to the time consuming process of identifying SMEs as explained in the final report and hence over time a need to work with a convenience sample and not a randomly stratified sample of SMEs.

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<sup>3</sup> Additional sources of inspiration have included the questionnaire used by the MSME Foundation in India (Delhi) for studying CSER and SMEs, the investigation in Latin America by Vives, 2005 and Tran 2011.

### Definitions of SMEs - South Africa and Vietnam:

In South Africa, the definition of SMEs varies according to sector. In manufacturing, a small enterprise has from 5-49 employees, while a medium-sized enterprise has from 50-200 employees, while a small enterprise in the primary (agriculture and natural resources) and the tertiary (services) sectors has from 5-29 employees, and a medium-sized enterprise has from 30-100 employees (see below - excerpts from the official South African documents). In Vietnam, according to the definitions provided by the Ministry of Planning and Investment, and the General Statistics Office of Vietnam (2002, 2004)<sup>4</sup>, SMEs have been divided into 3 sub-groups: micro enterprises (up to 9 employees), small enterprises (up to 49 employees), and medium sized enterprises (up to 299 employees). These definitions are applied consistently across the major economic sectors in Vietnam (see below too).

In South Africa, SMEs are defined as:

Sector	Size	Employees	Turnover	Total Assets
Mining and Quarrying, Manufacturing and Construction	Medium-sized	50-199	10-40/6-18/4-10 mill. Zar	7.5-30/1.75-7.5/0.8-3.5 mill. ZAR
Mining and Quarrying, Manufacturing and Construction	Small	5-49	0.15-9,99/0.15-5,99/0.15-3,99 mill. Zar	0.1-7,49/0.1-1.74/0.1-0,79 mill. Zar
Agriculture and all other services	Medium-sized	30-99	1.25-2.80/3.0-70 mill. Zar	1.25-2.80/ 0.6-12 mill. Zar
Agriculture and all other services	Small	5-29	0.15-0.249/0.15-35 mill. Zar	0.10-1.249/0.15-6 mill. Zar

DTI, The State of Small business in South Africa, 2000

In Vietnam, SMEs are defined as:

1. Micro enterprises (up to 9 employees)
2. Small enterprises (up to 49 employees), and
3. Medium sized enterprises (up to 299 employees).

These definitions are applied consistently across the major economic sectors in Vietnam

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<sup>4</sup> Ministry of Planning and Investment. "SMEs in Vietnam." (no date)  
<http://www.business.gov.vn/asmed.aspx?id=3040&LangType=1033>

The definition can be found at: <http://www.business.gov.vn/asmed.aspx?id=3040&LangType=1033>

In order to enhance the comparison of the findings in the two countries, the definitions used for the study have been aligned. The main reason is that the two countries are sharing a high level of similarities in terms of level of concentration in the economic sectors. In South Africa, SMEs constitute about 95% of all firms (Kapelus et al. 2004), while the figure is 94% for Vietnam (**insert reference**). Hence, sticking to the official definitions would lead to differences in the two samples which in turn might have consequences for the results. E.g. as the literature indicates that the bigger firms the larger amount of (formal) CSER practices, a possible sample of Vietnamese SMEs which was bigger than the South African sample, could give a bias in the findings, showing that the Vietnamese SMEs undertake more CSER practices, had different meanings of SMEs etc compared to the South African SMEs.

#### Selection of Sectors (see the main text):

The overall selection of sectors was based on securing diversity in the SME sector by including SMEs from agriculture/rural, manufacturing and services/urban sectors and settings, with different markets (local, regional and international), different types of ownership (family, household, individual or limited private) and other elements (like management-employee relations). As the considerations in the final report show we identified three sectors which could match these criteria to a large extent: agro-processing, textiles/garment/footwear and tourism/hotels.

#### Data analysis:

The analysis of the qualitative and quantitative data will be supported by use of relevant software. In particular SPSS has been applied along with content analysis of the qualitative data. We have both used the interview guidelines and texts typed into Excel for the qualitative analyses.

#### Reflections on usefulness of interview frameworks:

Overall, the interview frameworks have worked all in both South Africa and in Vietnam. However, we have had to spent considerable time in order to align the understanding of some of the questions as the meaning has been different to e.g. managers in South Africa compared to Vietnam. For example, in South Africa, the question on the importance of making money compared to other factors was 'obvious' – yes, to all SME managers making money is the most important, while you can relate and view the rest of the comments as related to this. In Vietnam, this was not the case.

Furthermore, it became clear that a number of the so-called 'informal' CSER practices can be viewed as much as traditional, culturally embedded practices. So, while we have perceived them as 'CSER practices', the SMEs (managers and workers) view them as 'ordinary company practices'. In some cases, like in South Africa, the allowances for sick leave, family leave etc is stipulated in the law. So, if the SME adheres to the labour law, an employee is obliged to a certain number of days on leave over a three period.

## B) Copies of questionnaires

(I. Qualitative – owners/managers, II. Qualitative - workers, III. Quantitative – owners/managers)

- i. **Qualitative (Intensive) – owners/managers (also used as template for workers rep in South Africa)**

**Copenhagen Business School, Denmark**

**Study: CSR, Competitiveness and SMEs in South Africa and Vietnam**

Interview framework – intensive study – final version 19th June 2011

Name of interviewer:		Date: (for coding)			
Date of interview:	Name of enterprise:				
Physical address:					
Contact details (phone no and e-mail):					
Name and position of interviewee:					
Name of owner(s) (if same as interviewee write 'same')					

General company information:

<b>1. Owner-ship:</b>	One person (single owner):	Family:	Group/public limited:	Other:	
<b>2. Years of establishment:</b>	Up to 3 years ago	3-5 years ago	6-10 years ago	Over 10 years ago	

<b>3. Total No of employees:</b>	<b>3A. Full time:</b>		<b>3B: Part time (casual):</b>		
<b>4. Turnover (sales) (in local currency):</b>	<b>A. From 150.000 up to 499.999 Zar</b>	<b>B. 500.000-999.999</b>	<b>C. 1 - 2.999 mill</b>	<b>D. 3-5.999 mill</b>	<b>E. Above 6 mill</b>
<b>5. Markets:</b>	<b>A. Local (ward, city/metro, province)</b>	<b>B. National</b>	<b>C. Regional (SACU or East/West/North Africa)</b>	<b>D. Inter-national</b>	
<b>5.1. (if more than one market - indicate %)</b>	<b>A.</b>	<b>B.</b>	<b>C.</b>	<b>D.</b>	
<b>6. Type of customers:</b>	<b>A. Private companies</b> <b>I. Domestic and/or II. Global?</b>	<b>B. Govern-ment</b>	<b>C. Public (end consumers and NGOs)</b>	<b>I. Big &amp; Medium?</b>	<b>II. Small</b>
<b>6.1. (if more than one type of customers, indicate % of sales to each)</b>	<b>A.</b>	<b>B.</b>	<b>C.</b>	<b>I.</b>	<b>II.</b>

<b>7. Industry /economic sector:</b>	<b>A. Agro-processing</b>	<b>B. Textiles &amp; Clothing &amp; footwear</b>	<b>C. Tourism</b>	
<b>7.1. Detail on sub-sector</b>	<b>A. Beverage, fruits, others</b>	<b>B. Textiles, CMT ..</b>	<b>C. B&amp;B, Lodge, Guest House ...</b>	
<b>8. No of products</b>	<b>A. 1-2</b>	<b>B. 3-5</b>	<b>C. 6-10</b>	<b>D. 11-20</b> <b>E. 21-</b>



<b>or services</b>						
<b>9. Four main types of products or services</b>	A.	B.	C.	D.		
<b>9.1. Relative share of sales per main type of product or service</b>	A.	B.	C.	D.		
<b>9.2. Do you know the market share(s) of the company (if possible also in different markets (Q5)?:</b>						

**Understanding of CSER:**

10. In your opinion what do you think are the key responsibilities for your/the company?		
11. Do you think that your company does have responsibility for the environment?		
12. Do you think that your company does have responsibility for the working environment in the company (drinking water, noise, dust, safety, health etc)?		
13. Do you think that your company does have responsibility for the working conditions (level of wages, working hours, overtime payment, rights to organize, social & health		

insurance, etc)?		
14. Do you think that your company does have responsibility for the environmental and social activities of your suppliers?		
14.1. Are your suppliers domestic and/or global? )		
15. Do you think that other parties like government, workers, labor unions, customers, suppliers, etc does have a responsibility for the environmental, working environment and working conditions?		
16. Have you heard of the expression 'CSR' (Corporate Social Responsibility) - yes, no? (If no, provide lay person understanding - and go to question 17)		
16.1. If yes, how do you understand it?		
17. Does your company have certified management systems, like ISO26000, ISO14001, SA8000, WRAP, FLA, NOSA or similar (yes or no)?		
17.1. If yes, which?		
17.2. When was/were the system(s) implemented?		
18. Does your company have so-called codes of conduct demanded by your customers		

(yes or no)?					
18.1. If yes, which type (from the customer, an industry code, multistakeholder code (BSR, BSCI) or from an international organisation (like UN Global Compact)?					
18.2. Which year was/were the code(s) implemented?					
18.3. Have the fulfillment of the codes (or SA: reactions to pressure/ V: remedying expenses) required expenditures on your part?					
19. Does your company get pressure from clients with regard to:	A. Water	B. Waste	C. Energy	D. Labour conditions	
20. (South Africa) Are your company member of a collective bargaining agreement? (Vietnam) Does your company have tri-partite negotiations (at company level)? (layperson explains what this means)					
21. Does your company produce a Sustainability or CSR report?					
21.1. If yes, since when?					

22. Does your company have waste (yes, no)?				
22.1. If yes, if types (solid, fluid, mix, other)?				
23. How do you handle the waste - broadly described?				
23.1. Are these procedures due				

to government regulations, formal certified systems, codes or your own company system/practices?					
24. Do you monitor your waste, water and energy consumption (yes, no)?					
24.1. If yes, which ones (waste and/or water and/or energy)?	A. Waste	B. Water	C. Energy		
24.2. If, yes on waste: How long ago did you last make a change in your company to reduce waste?	A. Less than 6 months ago	B. 6-12 months ago	C. 1-2 years ago	D. More than 2 years ago	
24.3. If yes on water: How long ago did you last make a change in your company to save water?	A. Less than 6 months ago	B. 6-12 months ago	C. 1-2 years ago	D. More than 2 years ago	
24.4. If yes on energy: How long ago did you last make a change in your company to save energy?	A. Less than 6 months ago	B. 6-12 months ago	C. 1-2 years ago	D. More than 2 years ago	
25. How would you describe the environmental impact of the company (significant, somewhat significant, average, insignificant, very insignificant)?					
26. Does your company have occupational health and safety issues (yes, no)?					
26.1. If yes, what types (noise, dust, smell, smoke, vapour, other)?					
27. Could you briefly describe how you handle the occupational health and safety (OHS) issues?					
27.1. Are these procedures due to government regulations, formal certified systems, codes or your own company					

system/practices?		
28. Do you register e.g. accidents or have regular health checks of the employees?		
29. How would you describe the OHS impact of the company (significant, somewhat significant, average, insignificant, very insignificant)?		
30. Could you briefly describe how you handle working conditions and labor standards (wages, overtime, benefits, etc.)?		
31. Does your company have any issues/problems concerning the working conditions (wages, working hours, overtime work & pay, unionisation and similar) (yes, no)?		
31.1. If yes, which types of problems/issues?		
31.2. If you select ONE key, relevant labor standard issue from this list (wages, overtime hours and pay, health & social benefits), how does compliance with this selected labor standard impact workers' satisfaction in your company (Significant, Somewhat Significant, Average, Insignificant, Very Insignificant)?		
32. Are your wages according to government regulations, formal certified systems, codes or your		

own company system/practices?		
32.1. Are the wages at the minimum level or higher?		
33. How many hours does an employee/worker work per week?		
33.1. Is this according to government regulations, formal certified systems, codes or your own company system/practices?		
34. Does your company face situation of overtime work (yes, no)?		
34.1. If yes, how often?		
34.2. If yes, how many hours per week?		
34.3. If yes, do the employees/workers receive over time payment (yes, no)?		
34.4. If yes, is the payment according to government regulations, formal certified systems, codes or your own company system/practices?		
35. Are union recognized (yes, no)?		
35.1. If yes, are the union(s) allowed on premises (yes, no)?		
35.2. Do workers participate in tri-partite negotiations (yes, no)?		
35.3. Why? Why not?		

35.4. If no (to Q35), why not?		
36. Are children below 18 years working at the company (yes, no)?		
36.1. If yes, why?		

37. Does your company e.g. provide loans to the employees/workers, allow sick leave and/or absence to participate in funerals, family events etc), organize musical/cultural performances, donate books/magazines to companies & dormitories) (yes, no)?		
37.1. If yes, in which situations?		
37.2. If yes, how often?		
37.3. If yes, why?		
37.4. When did you start the above mentioned activities?		
38. Does your company give money to charity (yes, no)?		
38.1. If yes, which types (local organisations, individuals, churches/temples, sports clubs, youth/women's groups, other)?		
38.2. If yes, how much?		
38.3. If yes, how often?		
38.4. If yes, why?		
39. Are you and/or others from management and/or workers personally involved in the		

mentioned activities?		
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40. How would you describe the relations between management and the employees/workers (very good, good, neutral, not good, very bad)?		
41. Why do you think that the relationship is as described?		
42. Do you undertake particular activities in order to strengthen the relationship (yes, no)?		
42.1. If yes, which?		
42.2., If no, why not (not a tradition, not a good idea, other)?		

43. How influential are your government with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
43.1. Why this influence (or lack of same)?		
44. How influential are your suppliers with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
44.1. Why this influence (or lack of same)?		
45. How influential are your customers with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		



45.1. Why this influence (or lack of same)?		
46. How influential are the unions with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
46.1. Why this influence (or lack of same)?		
47. How influential are your workers with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
47.1. Why this influence (or lack of same)?		
48. How influential are the NGOs with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
48.1. Why this influence (or lack of same)?		
49. How influential is the local community with regard to your profitability (very influential, somewhat influential, normal, little influential, not influential)?		
49.1. Why this influence (or lack of same)?		
50. How influential are other global actors (such as ILO, World Bank, IMF, ADB, USAID, consultants, researchers or other) with regard to your profitability (very influential, somewhat influential, normal, little		

influential, not influential)?		
50.1. Why this influence (or lack of same)?		
51. Have any of these relations changed over time, e.g. in the last 5 years (yes, no)?		
51.1. If yes, which of them and in which way?		
52. Do you think that these relations will change in the future (yes, no)? (in the next 5 years)		
52.1. If yes, which of them, why and how?		

Do you have any questions or suggestions?

Thank you for the time taken.

**i. Qualitative (Intensive) – workers (used in Vietnam for group interviews)**

**CSER STUDY: WORKERS’ INTERVIEW QUESTIONS**

**GREY HIGHLIGHT:** Individual basic information (one form per worker, self-completion, 1<sup>st</sup> hour)

**No highlight:** Focus Group Discussion (FGD, 1<sup>st</sup> hour)

**YELLOW HIGHLIGHT:** more during In-Depth Interviews (IDI) (2<sup>nd</sup> hour)

Participation in this interview is voluntary. All information obtained in this interview will be kept strictly *confidential* and *anonymous* (no names will be recorded). Thank you for your participation in this study.

**COVER PAGE**

DATE OF INTERVIEW:

PLACE (ward, commune, district, city):.....

NAMES OF INTERVIEWER AND NOTE-TAKER:.....

Name (will be deleted in the analysis and pseudonym will be used)	Age	Sex	Company name	Which category (T/G/F, Agro, Lodging)	Having contract (Yes*: P, S, C/D, other, No: 0)	Phone	Email	Note
1.								
2								
3								
4								
5								

\*Note:

P: Permanently

S: Seasonal/Temporary

C/D: Casual/Daily

Other (specify): \_\_\_\_\_

0: No

\*\*\*\*\*  
\*\*\*\*\*

**A. BASIC INFORMATION & LABOR STANDARDS (contracts, pay, benefits, work hours, overtime):**

**A1. Which company do you work for?**

Describe your job where you are currently working?  
How long have you worked for this employer?

**A2. Do you have a written employment contract?**

\_\_\_\_\_ 1=yes

\_\_\_\_\_ 2=no

**A3. What kind of employment contract?**

- 1) Permanent
- 2) Seasonal/Temporary
- 3) Casual/Daily
- 4) Other (specify): \_\_\_\_\_

A4. When you started working here, were you informed of your rights as an employee by the company?

**A5. Work hours:**

a How many hours do you normally work per day? \_\_\_\_\_

b Days per week? \_\_\_\_\_

c How many months per year? \_\_\_\_\_

**A6. Wages: do you get paid by piece-rate? Hourly rate? Monthly rate?**

A7. Is there a **minimum wage** that applies to you?

If so, how is this determined?

a How much do you normally earn per day? \_\_\_\_\_

b How much do you normally earn per week? \_\_\_\_\_

What would be a living wage per month (a wage that allows you to meet your basic needs)?

Are you asked by management to sign on the labor contract to work overtime at any time as needs arise?

**A8. How often do you work overtime?**

1= Every day

2= More than once a week

3=Once a week

4=Once a month

5=Other (specify): \_\_\_\_\_

How many hours of overtime do you normally work per week? \_\_\_\_\_

How much do you get paid for overtime? Per hour? Per day? Other? \_\_\_\_\_

How is overtime compensation calculated: added to the base salary, or just a one-time compensation?

A9. Do you get regular lunch and tea breaks? Please specify:

A10. Do you get any of the following **benefits** [Forms of informal CSER]?

Lunch provided by the company	Yes	No
Social, health, unemployment insurance	Yes	No
Company doctor	Yes	No
Transport or transport allowance	Yes	No
Housing or housing allowance	Yes	No
Family responsibility leave and sick leave	Yes	No
Special leave at times of funerals, marriages or similar	Yes	No
Stipulations on behalf of women (paid breaks when bearing and feeding children, menstruation), rehiring after baby delivery	Yes	No
Company loans	Yes	No
Pension of provident fund	Yes	No
Other benefits?	Yes	No
Is management donating money to charity, local community, sports/social	Yes	No

club? Vietnamese Lunar New Year allowances? Perfect attendance bonuses?		
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A11. Select one key benefit that makes you stay with this company? \_\_\_\_\_

A12. Based on that benefit, does it make you feel more satisfied to work for this company?

Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

**B. WORKING ENVIRONMENT/CONDITIONS:**

B1. Do you consider your workplace to be safe? Please explain:

B2. Did management provide training on health and safety laws and regulations?

B3. Are health and safety regulations displayed anywhere in the company where workers can read them?

B4. Have any accidents occurred at you workplace in the past year? If so, please provide details What happens if an accident occurs?

B5. Do you know how waste (water, solid, etc.) is being managed in your factory? lint? dust? toxic materials? Vapour? Noise? Explain.

B6. Do you know how waste is affecting the surrounding communities (ward, district, city, etc.)? Explain.

B7. Would you say that workers at your factory have a good relationship with management Has that relationship changed over the last three years or so? If yes, in which way? And why, in your opinion?

B8. What is the labor turnover rate here (percentage, or absolute number)?

Explain why.

B9. How would you describe the communication between workers and management?

B10. Do you make any suggestions to improve working environment (defined as safety, health, worker-management relation)? If no, why not, explain.

If yes, does management listen to your suggestions and act on them? Explain.

B11. Are you satisfied with your working environment (safety, health, worker-management relation)?

Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

B12. Are you satisfied with how waste is being managed/treated in your company/factory?

Solid waste: Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

Liquid waste: Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

### C. LABOR UNIONS:

C1. Are you represented by any labor union?  
[What level: enterprise, district, city, and central unions?]

C2. Are you a **member of a labor union**?  
1=yes  
2=no

b If no, why not?

c If yes, have you benefited from being a member? Please explain  
1=yes  
2=no

C3. How often does the **union rep** visit the workplace? 1. Factory/enterprise level (and youth group); 2. District; 3. City/province; 4. Central

C4. How the Labor Union (factory, district, city/province) deals with the managers and workers when there is no compliance with code of conduct or other types of labor standards (SA8000, ISO 14001)?

### D. CODE OF CONDUCT (or similar type):

D1. Have you heard about CSER? What does it mean to you?  
(prompt: use a lay-person explanation)

D2: Is your company certified in a **code of conduct** or other types of labor standards (like ISO 14001, SA8000)? If so, what does it mean to you? Please describe it in your own words.

D3. What does the code do for you? Are there training workshops to explain it to you? Does it improve your working environment? Your working conditions?

D4. Are there **monitors coming to check on compliance with the code of conduct** (if subscribed)? Who are they? If so, do they come announced or unannounced? Do they talk to you? If so, where did the interview take place? What happened after the monitors left the factory? Who pays the monitors?

D5. If found that **there are violations to the code of conduct (or similar, if exists)**, are there any changes to correct the problems? Any follow-up visits after the first visit by the monitors?

D6. Are you satisfied with the implementation of the code of conduct or similar (if subscribed by your company)?  
Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

**E. INITIATIVES: WORKERS, LABOR NEWSPAPERS, NGOs, LOCAL STATE**

E1. To what extent are you consulted about environmental conditions, working conditions, health and occupational safety? How much do you participate in collective bargaining agreement (thoa uoc lao dong tap the, co che thoa thuan 3 ben)? Or in the implementation of the code of conduct? Do union members ask for your inputs? Who represents you at the bargaining table (if there is no enterprise labor union)?

E2. If there are problems or violations to code of conduct on the company/factory, do the labor newspapers come down to expose your complaints on labor violations? Do the labor newspapers have any solutions to solve the problems/issues? Do you suggest any solutions? Are they being implemented?

E3. How often do local governments come down to monitor work conditions? How about state labor investigators (thanh tra lao dong, thanh tra moi truong)? How about NGOs (both foreign and Vietnamese), do they make a difference? Do they have any solutions to solve the problems/issues?

E4. Are you satisfied with the monitoring of the code of conduct or similar (if exists)?

Strongly Agree Agree Neutral Disagree Strongly Disagree

Explain:

**F. OTHERS:**

F1. Is this job meaningful to you? Are you willing to work for a long time in this company/enterprise? Or only for a short time? Why long? Why short? Please explain in details.

F2. Are you willing to work more efficiently, effectively or just about the same? Are you happier? Do you feel that your job is respected? Do you feel being respected as important members of this enterprise? What are the reasons for that?

F3. What is your sense of upward mobility? [Prompts: plan for the future, getting more education for higher skills & higher pay & more meaningful jobs, invest in some ventures so they can be their own bosses, considering to certify in a code of conduct themselves, etc].

F4. Are there any other problems/issues that you'd like to tell us?

*Thank you very much for participating in this study.*



**ii. Quantitative (Extensive) questionnaire  
(owners/managers)**

**Copenhagen Business School, Denmark**

**Study: CSR, Competitiveness and SMEs in South Africa and Vietnam**

Questionnaire – extensive study – final version 2<sup>nd</sup> July 2011

Date:	Name of interviewer:
	Name of enterprise:
Physical address:	(See intensive interview)
Contact details (phone no and e-mail):	(See intensive interview)
Name and position of interviewee:	
Name of owner(s)  (if same as interviewee write 'same')	

General company information:

53. How has sales developed the last 5 years (if younger, only the years since start):	Substantial increase (>15%):	Some increase (0,1-15%):	Same:	Some decrease (0,1-15%):	Substantial decrease (>15%):	Don't know / not revealed
53.1. Development in sales (in absolute figures)	2006	2007	2008	2009	2010	Don't know / not revealed

<b>54. Development in total no of employees:</b>	<b>Substantial increase (&gt;15%):</b>	<b>Some increase (0,1-15%):</b>	<b>Same:</b>	<b>Some decrease (0,1-15%):</b>	<b>Substantial decrease (&gt;15%):</b>	<b>Don't know / not revealed</b>	
<b>54.1. Development in employees (in absolute figures)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Don't know / not revealed</b>	
<b>55. Development in no of customers:</b>	<b>Substantial increase (&gt;15%):</b>	<b>Some increase (0,1-15%):</b>	<b>Same:</b>	<b>Some decrease (0,1-15%):</b>	<b>Substantial decrease (&gt;15%):</b>	<b>Don't know / not revealed</b>	
<b>56. Development in no/amount of CSER practices</b>	<b>Substantial increase:</b>	<b>Some increase:</b>	<b>Same:</b>	<b>Some decrease:</b>	<b>Substantial decrease:</b>	<b>Don't know / not revealed</b>	
<b>A. physical environment</b>							
<b>B. working environment/OHS</b>							
<b>C. working conditions/labor standards</b>							
<b>56.1 Development in no/amount of informal CSER practices, such as:</b>	<b>Substantial increase:</b>	<b>Some increase:</b>	<b>Same:</b>	<b>Some decrease:</b>	<b>Substantial decrease:</b>	<b>Don't know / not revealed</b>	
<b>1. donations to charity</b>							
<b>2. Sports clubs</b>							
<b>3. Churches/temples</b>							
<b>4. Other: please state (such as social, cultural events)</b>							

<p><b>57. Development in level of efficiency ( please circle the relevant item for each area, and check the appropriate column)</b></p> <ul style="list-style-type: none"> <li>- physical environment (like e.g. reduction in amounts of waste, energy consumption)</li> </ul>	Substantial increase (>15%):	Some increase (0,1-15%):	Same:	Some decrease (0,1-15%):	Substantial decrease (>15%):	Don't know / not revealed	
<ul style="list-style-type: none"> <li>- working environment (like e.g. reduction in levels of absenteeism, number of trips per year to the doctor)</li> </ul>							
<ul style="list-style-type: none"> <li>- labor standards (like e.g. reduction in overtime hours, reduction in number of disputes per year, appropriate health and social insurance),</li> </ul>							
- informal practices: please indicate a specific practice							
57.1. How has the use of water developed over the last 5 years (or less depending on the life of the enterprise in question)?	Substantial increase (>15%):	Some increase (0,1-15%):	Same:	Some decrease (0,1-15%):	Substantial decrease (>15%):	Don't know	
57.2. How has the use of water developed over the last 5 years (in absolute figures)?	2006	2007	2008	2009	2010	D'ont know	
57.3. How has the use of	Substantial	Some	Same:	Some	Substantial	D'ont	

<b>energy developed over the last 5 years?</b>	<b>increase (&gt; 15%):</b>	<b>increase (0,1-15%):</b>		<b>decrease (0,1-15%):</b>	<b>decrease (&gt;15%):</b>	<b>know</b>	
<b>57.4. How has the use of energy developed over the last 5 years (in monetary terms - absolute figures)?</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Dont know</b>	
<b>57.5. How has the amount of waste developed over the last 5 years?</b>	<b>Substantial increase (&gt;15%):</b>	<b>Some increase (0,1-15%):</b>	<b>Same:</b>	<b>Some decrease (0,1-15%):</b>	<b>Substantial decrease (&gt;15%):</b>	<b>Dont know</b>	
<b>57.6. How has the amount of waste developed over the last 5 years (in monetary terms - absolute figures)?</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Don't know</b>	
<b>57.7. How has your activities or contributions in the below mentioned areas developed over the last 5 years?</b>							
<b>57.7.1. Provision of loans to employees</b>	<b>Substantial increase:</b>	<b>Some increase:</b>	<b>Same:</b>	<b>Some decrease:</b>	<b>Substantial decrease:</b>	<b>Don't know/ Not applicable</b>	
<b>57.7.2. Provision of loans to employees (in monetary terms)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Don't know/ Not applicable</b>	
<b>57.7.3. Allowance of sick leave or absence to participate in family events (funerals, marriages etc)?</b>	<b>Substantial increase:</b>	<b>Some increase:</b>	<b>Same:</b>	<b>Some decrease:</b>	<b>Substantial decrease:</b>	<b>Don't know/ Not applicable</b>	

57.7.4. Allowance of sick leave or absence to participate in family events (funerals, marriages etc – in monetary terms)?	2006	2007	2008	2009	2010	Don't know/ Not applicable	
57.7.5. Donations of books and magazines	Substantial increase:	Some increase:	Same:	Some decrease:	Substantial decrease:	Don't know/ Not applicable	
57.7.6. Donations of books and magazines (in monetary terms)?	2006	2007	2008	2009	2010	Don't know/ Not applicable	
57.7.7. Donations of money to charity, like e.g. local community, sport club and/or religious- based organizations?	Substantial increase:	Some increase:	Same:	Some decrease:	Substantial decrease:	Don't know/ Not applicable	
57.7.8. Donations of money to charity, like e.g. local community, sport club and/or church based organizations (in monetary terms)?	2006	2007	2008	2009	2010	Don't know/ Not applicable	
57.8. In general, have the development in CSER practices impacted on your efficiency?	Substantial increase:	Some increase:	Same:	Some decrease:	Substantial decrease:	Don't know / not revealed	
57.9. Have the development in CSER practices impacted your sales?	Substantial increase:	Some increase:	Same:	Some decrease:	Substantial decrease:	Don't know / not revealed	
57.10. Have the development in CSER practices impacted your competitiveness (understood as	Substantial increase:	Some increase:	Same:	Some decrease:	Substantial decrease:	Don't know / not	

ability to secure market shares)?						<b>revealed</b>	
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58. How important is it for your company to make money compared to (list the categories 59-69)?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
59. To have a good relationship with your customers?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
60. To have a good relationship with your suppliers?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
61. To have a good relationship with the local community?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
62. To have a good relationship with government?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
63. To make good products and services?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
64. To deliver on time?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
65. To preserve the physical environment?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	

66. To preserve the work environment?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
67. To have a good relationship with the employees?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
68. To have a good relationship with the unions?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
69. To have a good public image?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
70.1. In sum, the two most important areas to your company's <b>efficiency</b> are (e.g. making money, good relation to ....)?	A.	B.	<b>Don't know / not revealed</b>			
70.2. In sum, the two least important areas to your company's <b>efficiency</b> (e.g. making money, good relation to any stakeholders listed above ....)?	A.	B.	<b>Don't know / not revealed</b>			
71.1. In sum, the two most important areas to your company's <b>competitiveness</b>			<b>Don't know / not revealed</b>			

(e.g. making money, good relation to any stakeholders listed above)?				
71.2. In sum, the two least important areas to your company's <b>competitiveness</b> (e.g. making money, good relation to ....)?			<b>Don't know / not revealed</b>	

72. How do you see the importance of CSER (as understood above) compared to the key objectives of the company, like making money, be successful or have high sales?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
72.1. How important is the physical environment to fulfillment of your business goals?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
72.2. How important is the working environment to fulfillment of your business goals?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	



72.3. How important are the labor standards (such as wages, overtime, benefits) to fulfillment of your business goals?	A. Very important	B. Important	C. Neutral	D. Unimportant	E. Very unimportant	
73. Does the way that your competitors operate influence your way of doing CSER?	A. Yes, very much	B. Yes, to some extent	C. Neutral	D. Only to a limited extent	E. No, not at all	
73.1. Why do your competitors have the aforementioned influence on your way of doing CSER?						
74. Does the type of industry (or economic sector?) that you are in influence your way of doing CSER?	A. Yes, very much	B. Yes, to some extent	C. Neutral	D. Only to a limited extent	E. No, not at all	
74.1. Why does the type of industry have the aforementioned influence on your way of doing CSER?						
75. Does the size of your company influence your way of doing CSER?	A. Yes, very much	B. Yes, to some extent	C. Neutral	D. Only to a limited extent	E. No, not at all	

75.1. Why does the size of your company have the aforementioned influence on your way of doing CSER?						
76. Does the history of the country influence your way of doing CSER?	A. Yes, very much	B. Yes, to some extent	C. Neutral	D. Only to a limited extent	E. No, not at all	
76.1. Why does the history have the aforementioned influence on your way of doing CSER?						
77. Do the cultural practices of your country influence your way of doing CSER?	A. Yes, very much	B. Yes, to some extent	C. Neutral	D. Only to a limited extent	E. No, not at all	
77.1. Why do the cultural practices have the aforementioned influence on your way of doing CSER?						
78. What would be some types of local initiatives that would assist/encourage you to participate in CSER activities? (prompts: from workers, labor unions, NGOs, local governments,						

chambers of commerce, etc)		
79. Do you encounter obstacles in doing CSER (yes, no)?		
79.1. If yes, please list and explain?  If no, please explain briefly.		
79.2. In addressing CSER obstacles, what is your own role?		
79.3. What can you do to overcome/move further?		
79.4. Would assistance (advice and/or money) from e.g. government. Unions, workers, customers, suppliers or other help (yes, no)?		
79.5. If yes, in which way?		
79.6. If no, why not?		

Do you have any questions or suggestions? Thank you for the time taken.

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## D) TOR – Terms Of Reference

(pp. 45-61)

### Draft terms of reference

#### Corporate social responsibility and competitiveness for SMEs in developing countries

##### I. Background

Corporate Social Responsibility (CSR) is now becoming a key issue for emerging countries:

The CSR agenda is increasingly receiving attention from emerging countries and aid agencies. Many business associations are particularly active on these issues in Brazil, India, Kenya or South Africa. As an example, the 2003 annual conference of the British/Indian NGO Centre for Social Markets focused on CSR and SMEs in India. In Latin America, a number of significant initiatives have emerged since 1997: organizations such as Peru 2021, Ethos Institute in Brazil, RSE in Chile, Costa Ricas's Asociación de Empresarios para el Desarrollo and Red Puentes, a network of Latin American non governmental organizations (NGOs), are looking for a contribution to the development of their own society and closer work with stakeholders (Casanova and Dumas, INSEAD). Moreover, the Inter American Development Bank (IDB) carried out a study on CSR in over 1300 SMEs in eight Latin American countries, which aims at assessing the importance and the drivers of CSR practices among SMEs in the region. IDB has also financed several projects in the region to support the adoption of CSR by SMEs, particularly in relation to access to export markets or to improve their competitiveness in the value chain. And AFD provided financial and technical support to promote CSR issues in SMEs in Turkey.

Corporate Social Responsibility (CSR) remains a challenge for SMEs in developing countries:

This growing interest from developing countries and donors should not conceal the fact that making the CSR concept ("whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis", according to the most commonly used European Commission's definition) relevant for SMEs and moreover SMEs in developing countries is certainly a challenge.

CSR might be seen as a normative concept developed for large firms from the North and irrelevant for small and mediumsized firms in the South for which compliance with the existing but not enforced regulation might be a more pressing issue than acting on a voluntary basis beyond what is required by regulation.

For these reasons, Blowfield and Frynas (2005) proposed to adopt a broader definition of CSR, which we will refer to:

"an umbrella term for a variety of theories and practices all of which recognize the following:(a) that companies have a responsibility for their impact on society and the natural environment, sometimes beyond legal compliance and the liability of individuals; (b) that



companies have a responsibility for the behaviour of others with whom they do business (e.g. within supply chains); and that (c) business needs to manage its relationship with wider society, whether for reasons of commercial viability, or to add value to society”

The EU definition has also been criticised by Vilanova (2008) because there is no widely accepted integrated framework existing to clarify the ‘environmental and social concerns’ that should be integrated into the business’ core operations and how it could be done in interaction with its stakeholders from a strategic perspective.

Vilanova (2008) further proposes to group the different nomenclatures, classifications and definitions in five dimensions<sup>1</sup>:

- (1) Vision, including CSR conceptual development within the organization, governance, ethical codes, values and reputation
- (2) Community relations including collaborations and partnerships with different stakeholders, corporate philanthropy and community action
- (3) Workplace including labour practices and human rights issues
- (4) Accountability, including corporate transparency reporting and communication
- (5) Marketplace, including CSR practices directly related core business activities such as R&D, pricing, fair competition, marketing or investment

In general, CSR as currently formulated, mainly for larger corporations, is often criticized for not fitting the characteristics of SMEs, in which there is little distinction between management and ownership, more orientated towards solving day to day problems and short term survival and often with a higher degree of interrelation (and interdependence) with their immediate environment and local communities. This argument leads to plead for an adaptation of the concept of CSR for SMEs, perhaps by better taking into account their characteristics and with an emphasis on the short term issues and affordable measures which can produce effects in a limited timeframe and tools differentiated from the more formalised and established ones used by large enterprises (ethical codes, reports or CSR indicators, quality standards,...)

CSR research is focused on the links between CSR and competitiveness through the ‘business case approach’:

Among the different benefits arising from adopting CSR practices, one important argument is its “business case”, in another word, the linkage between CSR and corporate competitiveness (Porter and Kramer, 2006). Literature has thus long been analyzing CSR as a tool to boost a firm’s competitiveness (see the 2008 European Competitiveness report, or the special issue of the Corporate Governance Journal Corporate Responsibility and Competitiveness).

Competitiveness at the firm level is a multidimensional concept which has been given extensive research and various definitions. Vilanova, Lozano and Arenas have attempted to group these various approaches on a set of five key dimensions:

- (1) Performance, including standard financial measures such as earnings, growth or profitability
- (2) Quality, including the quality of products and services but also the capacity to satisfy customer’s expectations
- (3) Productivity, in terms of higher production and lower use of resources (Porter, 1985)

- (4) Innovation
- (5) Image including corporate branding and reputation

<sup>1</sup> One may notice that some of the themes exposed in these five dimensions pre-existed the concept of CSR, in which they have been later integrated.

In other words, competitiveness cannot be summed up and measured by short term financial performance, neither by productivity indicators, because they fail to grasp key competitiveness generating resources in the form of “intangible capital” such as knowledge, relationships, reputation or talent (Lowell, 2007).

However, many studies on the impact of CSR have tried to demonstrate a positive association between CSR and financial performance and have often led to rather positive yet inconclusive results. Other studies have tried to underline the linkages between CSR, reputation risk and brand value. Even if an explicit, quantitative translation of socially responsible practices into specific results in terms of profit and loss has not been demonstrated, there is a growing consensus about the correlation between CSR and overall long term corporate competitiveness (Gugler and Shi, 2008).

Many authors identified a series of economic benefits that a firm can derive from environmental and social considerations and have shown how companies can improve their profitability while improving the conditions of workers and communities.

The most prominent dimensions of the CSR business case are often presented as follows:

- cost savings (less waste, less energy and material inputs, higher efficiency in resource use)
  - human resources (recruiting, retaining and motivating staff is easier; less absenteeism)
- customer demand for new products or processes (fair trade, organic goods etc.) creating opportunities for profit
- innovation: engaging with external stakeholders to address societal challenges have fostered the emergence of lowcarbon technologies, BoP strategies etc.
- risk and reputation management: lower risk of labour unrest and environmental damage, transparency and reporting issues, campaign pressure and media exposure
- financial performance: SRI, requirements from stock exchange and institutional investors

Some empirical evidence has supported the business case. However, this concept has been going under criticism when applied to SMEs. Some authors have even pleaded for the adoption of a much narrower concept when studying the relation between CSR and competitiveness for SMEs, such as “business performance” focusing predominantly on cost reductions, efficiency and satisfying customer needs (Williamson, LynchWood and Ramsay, 2006). What stands out is that the business case concept has until now mostly been focused on large companies and literature studying the linkage between CSR and competitiveness has been largely overlooking small and mediumsized companies.

SMEs, which are at the core of poverty reduction policies in the South, need to be taken into account when investigating CSR issues

SMEs are often described as the main drivers of economic growth in developing countries through innovation and job creation. Indeed, they tend to employ more labour-

intensive production processes than large enterprises (partly because of the sector they work in) thus contributing to the provision of employment opportunities and generation of income. They're also viewed as more risktaker and innovative than large firms therefore contributing to longterm growth dynamics (Luetkenhorst, 2004). However, very few have formal CSR systems in place, like codes of conduct, ISO 14001, SA8000 (UNEP, 2003). The uptake of certifications is higher among large firms compared to SMEs. It does not mean that SMEs are less able to promote sustainable industrial development while responding at the same time to broader social demands such as clean environment, decent working conditions and equal opportunities than large firms. But it certainly tells us that the specificity of SMEs should be taken into account as much as the developing countries context when investigating the links between SMEs and CSR.

To understand the potential of CSR to SMEs, the link between CSR and SME competitiveness has to be further investigated, in relation to their specific characteristics and strong diversity:

The traditional business case seems to have to be adapted to be more applicable to SMEs. Indeed, as Tom Fox puts it, some drivers of the business case and competitiveness appear to be less relevant for SMEs: reputation risk, campaign pressure and media exposure, requirements from stock exchange investors etc. On the contrary, some might be critical, such as human resources (recruiting a qualified workforce, retaining employees etc.), the need to maintain key business relationships and other specific drivers need to be highlighted (access to finance for instance).

The word SME covers a massive number of situations (from the established traditional family businesses employing over a hundred people to selfemployed people working in informal microenterprises), which makes it close to impossible to talk about the business case for SMEs in general. CSR practices and businesssociety relations should be assessed through contextspecific analyses: differences across SMEs in size, level of formalisation, sector, ownership and market are likely to have an impact on the way CSR can increase their competitiveness. It may be the case that, depending on an SME's characteristics, one dimension of CSR (labour safety, for example or environmental concerns) might be more important than another when focusing on performance. Moreover, SMEs may be applying CSR without referring to it as such and outside of the classical framework (codes of conduct etc.). Murillo and Lozano (2010) have shown for example that the very word CSR can act as a foil to some SMEs.

One specific stream of research (and debate) on the impact of CSR on SMEs in emerging countries has focused on business linkages between SMEs and Multinational Companies (MNCs), whose demands and pressures lead to implementation of codes of conduct and CSR systems among SMEs acting as their subcontractors in international value chains, which in turn improve their CSR conditions. MNCs are increasingly under customer pressure to conform to minimum standards for employee remuneration, working conditions, and environmental performance and they tend to pass these CSR requirements along their value chains. However, evidence on the supply chain channel is quite mixed. First of all, the codes of conduct are often criticized for being exogenous and inadapated to the local environment and cultures, in which they are applied. Being part of MNC's supply chain can also worsen work conditions (longer working hours, higher production speed etc.). It also costs money to obtain certifications and SMEs are not sure they will be able to secure a return afterwards. Moreover,

monitoring a large number of small suppliers entails substantial work and resources, so that MNCs prefer to concentrate their supplies from a lower number of large suppliers, which may drive SMEs in the South out of business. Finally, most SMEs are not linked to global supply chains and produce or provide services only to the local markets, which reduce the potential for these positive “business linkages”.

## II. Objectives of the study

The objective of this study is to conduct extensive field research in two selected emerging countries in order (i) to better understand the ‘meaning’ and the dynamics of CSR from the emerging country SME perspective and (ii) to clarify the links between competitiveness / business performance and CSR practices for SME in emerging countries.

It is not intended to build a universal business case for CSR but to provide insights on how CSR practices can be shaped in a way that enhances their business performance. It will also try to show how broader structural and contextual factors in the South affect what CSR initiatives from SMEs can achieve in terms of development.

First part: Bottomup analysis: Understanding the dynamics of CSR for SMEs in developing countries:

The study will consist in field research aiming at approaching CSR for SMEs in developing countries ‘in their own words’ through a bottomup analysis.

It should review how ‘CSR practices’ are implemented by SMEs in developing countries according to their business challenges and characteristics such as their target market (from local, to regional and international/global), their size (number of employees/ level of formalisation), their sector (from rural/agriculture to manufacturing –especially polluting sectors to services and urban) and their type of ownership (from individual, to family, group, and business partners).

The study will propose a typology to characterize the challenges faced by SMEs according to relevant characteristics (number of employees, sector, business linkages, etc...). The typology will be formally discussed with AFD in order to agree on the key criteria used to discriminate SMEs. The study will also seek to identify common characteristics across the range of SMEs which have an impact on the way CSR is tackled.

The study will thereby seek to evaluate the importance of often heard but little researched concepts such as “silent CSR” or “mock compliance” for SMEs with international business linkages.

This part shouldn’t be based only on declarations and discourses by entrepreneurs but to the extent possible on quantitative elements and rigorous analyses.

Conclusion: The conclusion of this first part will sum up the key research findings of the field research. Based on these findings, the study will in conclusion critically evaluate the concept of CSR for SMEs in developing countries and, if necessary, propose reformulations of

the concept in order to better take into account the perceptions and challenges of SMEs.

#### Second part: Comparative Analysis: Impact of CSR on the competitiveness of SMEs

Based on the conclusions of the first part and on the typology of SMEs elaborated, the study will seek to investigate in detail the models of CSR practices adopted by the SMEs of the most relevant groups (in terms of importance / representation and CSR engagement) by undertaking field research.

The study will aim at conducting comparative analyses (over time or between different SMEs) in order to better understand the impact of existing CSR initiatives to carefully assess: what works and what does not? What is implemented and why? Is there any measurable impact on business performance and competitiveness?

The study will identify the main drivers of competitiveness through which CSR is expected and turns out to have an impact on competitiveness and will pay attention to short term benefits versus longterm comparative advantages.

Conclusion: The conclusion of this second part will sum up the key research findings of the field research in terms of linkages between CSR and competitiveness for SMEs in developing countries. Based on these findings, the research will critically analyse the concept of the “business case” and propose an analysis of its adaptation to SMEs. The study will if necessary propose an alternative concept to the “business case” such as “business performance” or other.

Third part: Recommendations on ways to promote CSR practices for SMEs in developing countries

It will finally try to understand how these CSR practices can be encouraged or sustained: what are the needs of SMEs and the ways to answer them? Linking access to affordable finance with social and environmental improvements? Helping the firm to align a CSR investment with its core competencies in order to leverage higher resources for development purposes? Specific attention will be paid to the tools that are used being used (in particular based on the experience of Northern countries) or that are lacking for SMEs willing to engage on CSRs.

Should CSR for SMEs in developing countries be promoted as a global approach or is there need for a gradual approach (i.e. first, a specialisation in one particular area of CSR like quality management and occupational safety, flexibility and social benefits for workers or employees’ participation in environmental management before moving towards the others)? The study should make recommendations on the approach to be adopted to promote CSR to SMEs based especially on the previous characterization of CSR drivers.

### III. Methodology

The study will require extensive field work which should be conducted in at least two emerging countries that will be chosen by the researchers from the following list:

Indonesia, Tunisia, Morocco, Egypt, Mauritius, South Africa, Kenya, Mexico, Turkey, Thailand, Vietnam and Colombia

The choice of countries should be based on (and justified by) both the researchers' experience of particular geographical contexts and on their relevance with respect to the research questions at hand.

The researchers will preferably choose two countries from different regional groups as well from different income groups based on the following typology:

Regional Groups:

Group a (Asia): Vietnam, Thailand and Indonesia

Group b (MENA): Tunisia, Morocco, Turkey and Egypt

Group c (Africa): Mauritius, South Africa and Kenya

Group d (America): Mexico and Colombia

Income groups:

Group 1: Egypt, Morocco, Kenya, Indonesia and Vietnam

Group 2: Tunisia, Turkey, Mauritius, South Africa, Thailand, Colombia and Mexico

Field work is intended to shape both the theoretical developments of the report as well as to give them empirical support. Members of the research team (such as PhD students or junior researchers for example) are expected to spend at least 75% of the time devoted to the study in the two countries.

The choice of methodology (ies) to conduct the study is left for the researchers to decide but it seems that both qualitative and quantitative analyses are required to address the questions and objectives of the study. In our opinion, this would call for a pluridisciplinary research team.

#### IV. Expected results and deliverables

The research team will deliver a final report of 100150 pages which will present the research questions, the hypotheses and theoretical framework which have been built as well as the results obtained in the countries under analysis. The comparative dimension of the study (mapping clearly the converging elements as well as the fault lines between both case studies, but also between the two case studies and other contexts known by the research team) should be fully integrated to the final report and to its conclusions so as to shed light on the generalizability or in the contrary specificity of the results. The research team will deliver an executive summary of the main lessons from the study (no more than 10 pages). They will also present the results of the study at AFD headquarters and/or in the countries where the field work took place.

One intermediate report in a provisional form will be submitted at least three months before the expected end date of the project.

## V. Organization

The Financial Sector & Private Sector Development Division and the Research Department at AFD will be in charge to follow the consultants' work throughout the project. On top of this, a steering committee will be formed to comment and discuss intermediate and final reports.

### 1. Calendar

Duration of the study: 8 months

April 2011: start date -Kickoff meeting or conference call with the steering committee

July 2011: presentation of the preliminary findings and of the provisional outline of the report - Meeting or conference call with the steering committee

September 2011: Intermediate report -Meeting or conference call with the steering committee

December 2011: Final report -Meeting or conference call with the steering committee

January 2012:

-Public presentation of findings

### 2. Technical expertise

The consultants should have a significant expertise in the following fields:

i) Extensive knowledge of Small and Medium Enterprises (SMEs) in emerging countries ii) Extensive knowledge of CSR issues in emerging countries iii) Experience in conducting research projects on these issues iv) Substantial experience in both countries chosen for the case studies

### 3. Working language

The consultant can submit their proposals either in French or in English. Intermediate and final reports can be written in one or the other of these two languages.

### 4. Proposals

The consultants are invited to submit a technical proposal and a financial proposal.

#### 1. Technical proposal

In his technical proposal the consultant should pay particular attention to the number of men\*days of work necessary to cover the assignment. The technical proposal should provide the following information:

i) Presentations of references and specific experiences regarding the conduct of research projects of the kind and on similar subjects ii) A short resume for each consultant who will take part to the project (including publications relevant to the issue at hand) iii) General references

and relevant documentation, if needed iv) A note summarizing how the consultant understands of the research project and detailing the proposed methodology and work plan. The consultant is invited to make suggestions or remarks regarding the terms of reference if this is relevant throughout his/her proposal. The choice of the two case studies should reflect the research team's specific expertise as well as the relevance of both settings with respect to CSR (be they very different or very comparable) and justified accordingly. v) A detailed chronogram of activities.

## 2. Financial proposal

i) The financial proposal should indicate all the costs related to the research project. The anticipated costs should be detailed in a budget structured around this repartition: expertise (number of days\* daily rate for each consultant), travel if any (international and national, estimated cost and per diem for each day of mission), equipment (documentation, database access etc.).

ii) This research project is not subject to VAT, in accordance with the interpretive note dated 28 March 1986 from the French Tax Legislation Department, which states that intangible services purchased by French public bodies as part of their cooperation and assistance activities for governments or foreign associations located outside the European Union are exempt from VAT.

iii) The costs will be notified in EUROS excluding tax

## 5. Submission

i) Number of copies to be submitted: Two (1 original and 1 copy)

ii) The completed technical and financial propositions shall be sent by postal mail no later than March, 22 2011 at 2pm at the following address:

Agence Française de Développement Département de la Recherche A l'attention de  
Cécile Valadier 5 rue Roland Barthes 75012 Paris FRANCE

An electronic version of the proposals will also be submitted no later than March, 22 2011 at 2pm at the following address: valadierc@afd.fr with the following title: "Research project on CSR for SMEs in emerging countries". The proposals should be valid for 90 days from the day they are submitted on.

## VI. Selected bibliography

-PrietoCarrón, Marina; LundThomsen, Peter; Chan, Anita; Muro, Ana & Bhushan, Chandra (2006), "Critical perspectives on CSR and development: what we know, what we don't know, and what we need to know", *International Affairs*, Vol. 82 Issue 5

-Luetkenhorst, Wilfried (2004), "Corporate Social Responsibility and the Development Agenda", *Intereconomics*, Vol. 39 Issue 3 –

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- Søren Jeppesen, "Taking Stock of CSR and SMEs in Development". Working Paper, no. 9. The International Research Network on Business, Development and Society, Copenhagen Business School
- Vilanoza, Marc; Lozano, Josep Maria & Arenas, Daniel (2009), "Exploring the Nature of the Relationship Between CSR and Competitiveness", Journal of Business Ethics
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- Gugler, Philippe; Shi, Y.J. Jacylyn (2009), "Corporate Social Responsibility for developing Country Multinational Corporations: Lost War in Pertaining Global Competitiveness?", Journal of Business Ethics
- Murillo, David; Lozano, Josep M (2006), "SME and CSR : An Approach to CSR in their Own Words"
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- Søren Jeppesen "Enhancing competitiveness and securing equitable development: can small, micro and mediumsized enterprises (SMEs) do the trick?" Development in Practice, vol. 15, no. 34
- Williamson, D; LynchWood, G & Ramsay, J (2006), "Drivers of Environmental Behaviour in manufacturing SMEs and the implications for CSR", Journal of Business Ethics
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- Fox, Tom (2005), "Small and Medium Sized Enterprises and Corporate Social Responsibility"
- Zadek, Simon (2006), "Corporate responsibility and competitiveness at the macro level",

Corporate Governance, Vol 6 No.4 -“Overview of the links between Corporate Social Responsibility and Competitiveness”, European Competitiveness Report 2008

## **E. CVs - Team Leader Soeren Jeppesen (2-pages); Country Coordinator South Africa Bas Kothuis (2-pages); and Country Coordinator Vietnam Angie Ngoc Tran (2-pages)**

### **Soeren Jeppesen, Copenhagen Business School (CBS),**

Centre for Business and Development Studies (CBDS), Department of Intercultural Communication and Management (DICM), Porcelaenshaven 18 A, DK-2000 Frederiksberg, Denmark

tel: +45 38153363 (direct), mail: sj.ikl@cbs.dk

Born: 2. May 1963 in Elsinore, Denmark – male, Single, Nationality: Danish

Education: MSc in Developing Economics from the Copenhagen Business School 1991.

### **Academic positions**

2005- Associate Professor in Business and Development Studies, CBDS, CBS

2007-2010 Coordinator of the International Research Network on Business, Development & Society (BDS network: [www.bdsnetwork.cbs.dk](http://www.bdsnetwork.cbs.dk)). Funded by the DK Social Science Research Council. Part time.

2006-2008 Programme Director, The Asian Studies Programme (Bachelor)

2004-2006 Head of Secretariat, U-NEXUS (The University-Network Exchange on Urban Sustainability, involving CBS, RUC, DTU, AAU and RDA)

2002-2005 Assistant Professor in Business Strategies in relation to environmental issues in developing countries, CBDS, CBS

1998-2002 PhD Scholar (Thesis: Environmental practices and Greening Strategies of small manufacturing firms in South Africa. A Critical Realist Approach, 2004), CBDS, CBS

### **Research and teaching profile**

Main research fields are SMEs, CSR and Entrepreneurship in developing countries. His research interests include strategies of developing country firms, upgrading and competitiveness, linkages between developing country firms and foreign firms, Responsible Supply Chain Management and Youth Entrepreneurship & Employment. His main geographical expertise is on Africa, in particular Southern Africa, including South Africa, Lesotho, Swaziland and Zambia. He has also done research in Uganda and consultancy work in India. He teaches and supervises Master students at CBS on CSR in Developing Countries.

### **Other academic appointments**

Member of the Growth and Employment platform of Universities Denmark (Building Stronger Universities); Chairman of the Association of Development Researchers in Denmark (FAU) 2003-2004 and 2008 to present; Head of the joint Nordic initiative on 'Enhancing Nordic Development Collaboration' 2009-2011; Danish Representative the Executive Board of the European Association of Development Research and Training Institutes (EADI) 2002-2004.

### **Recent project management experience**

Extensive management experience of project with several national and foreign partners including 1) "Enhancing International Research Network on Business, Development and Society" project funded by FSE including partners from UK, Argentina, Kenya, South Africa, India and China (DKK 0.9 mill., 2007-2009); 2) Co-

team leader (with Henrik Schaumburg-Müller) “Africa Enterprise Centre Development Curriculum and Training of Trainers” project funded by International Finance Cooperation (IFC) including six universities in Ghana, Kenya, Rwanda and Tanzania (USD 372,400, 2005-2008), and 3) Part of DK management group “Youth and Employment: The Role of Entrepreneurship in African Economies”, funded by FFU, including partners in Ghana, Uganda and Zambia (DKK 6.3 mill., 2009-2013).

### **Consultant experiences**

Wide consultancy experience, including team leader, since 1991 working for national and international organisations, aid agencies and private consulting firms on training of trainers, project implementation, appraisal and review in countries in Africa and Asia (India). Recent relevant assignments include ‘Changing Course – A Study in the Responsible Supply Chain Management’ (Ministry of Foreign Affairs, 2010); and Instructor at the DFC-NIRAS Course ‘General Tools and Concepts in Agribusiness SME Development’ (three times during 2009-2010 and June 2011).

### **Selected recent and forthcoming publications**

- Jeppesen, S, and Lund-Thomsen, P. 2010, (Editorial) "New Perspectives on Business, Development and Society", p. 139-142, Journal of Business Ethics, vol. 98, supplement 2, 2010
  - Skadegaard Thorsen, S. and Jeppesen, S. 2010, ‘Changing Course – A Study into Responsible Supply Chain Management’ (a. Executive Summary, b. Main Report, c. Annex Volume and Sub-reports). Ministry of Foreign Affairs, Danida, Copenhagen.
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  - Jeppesen, S., 2005, Enhancing competitiveness and securing equitable development: can small, micro and medium-sized enterprises (SMEs) do the trick? Development in Practice, vol. 15, no. 3-4, pp. 463-474, June.
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- Forthcoming:
- Jeppesen, S. and Barnes, J. ‘Making Industrial Policy work in an era of globalisation. The case of South Africa and the textiles and clothing industry’ Chapter 9. In: Rugraff, E. and Hansen, M.W. (eds.), Multinationals and Local Firms in emerging Markets, Amsterdam University Press, the Netherlands.
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Outsourcing for Development. Studies of Developing Country Firms' involvement in outsourcing. Elsevier Press, den Haag.

- Jeppesen, S. and Bezuidenhout, A., The Impact of Company Labour Codes of Conduct on Working Conditions in Southern African Garment Factories: A Comparative Analysis. *Journal of Business Ethics*.

## Bas Kothuis – Global Corporate Consultancy

### FIELDS OF COMPETENCE

- *Sustainable business*
- *Cleaner production*
- *Environmental management*
- *Energy management*
- *Water stewardship*
- *Integrated waste management*
- *Corporate social responsibility*

### CREDENTIALS

- *MSc, Biology, University of Utrecht, Utrecht, The Netherlands*

### LANGUAGES

- *Dutch – native*
- *English – fluent*
- *Afrikaans – good*
- *French – good*
- *German – good*

### EXPERIENCE SUMMARY

A recognized sustainability leader and trusted consultant to private business and government clients, Bas Kothuis has more than 20 years of experience in sustainable business, cleaner production, water stewardship, energy management and corporate social responsibility initiatives. Mr. Kothuis assists clients across the globe in developing and implementing sustainable business practices, including the completion of many life cycle assessments, energy audits, cleaner production assessments, and water resource management programs. He is also an experienced and frequently requested trainer and facilitator. Mr. Kothuis has unique insight and expertise into the sustainability challenges faced by clients and facilities in the African region. His clients have included small, medium, large and multinational companies in more than 25 industry sectors, as well as many national and international governmental organisations such as World bank, UNEP, UNIDO and EU organisations. Mr. Kothuis was the founder and managing director of BECO - Institute for Sustainable Business in Cape Town, South Africa, and co-founder of the Dutch Institute for Applied Environmental Economics in The Hague.

### RELATED PROJECTS

Over a period of 20 years, Mr. Kothuis carried out and supervised Cleaner Production Assessments in more than 300 companies of all sizes in all industry sectors.

*Project: An industrial symbiosis view of SME's: Targeting Greater Eco-efficiency through innovative business practice:* At the University of Cape Town – Chemical Engineering Department – Environmental Process Engineering research group, Mr. Kothuis was the project manager for a 5 year project that studied the development of an industrial symbiosis model for the SME sector to identify opportunities for improved economic and environmental performance. Ten companies in the textiles and metal finishing sectors and their networks were the subject of this study. Mr. Kothuis managed and performed waste minimisation assessments, energy scans, economic performance assessments, management audits, and network-audits. Improvement opportunities were identified both within each company and within the networks of the companies. The project involved the complete Masters study of 5 South African and 3 European students. Participated research institutions were University of Cape Town - chemical engineering department; University of Cape Town - school of economics; University of Natal in Durban - chemical engineering department pollution research group; African Environmental Solutions (Pty) Ltd

Mr. Kothuis was responsible for the initiation and management of over 15 Waste Minimisation Clubs / Cleaner Production Forums in South Africa and consulted to member companies on Cleaner Production issues including waste, water and energy consumption, as well as integrated environmental management systems and CSR. As part of Eskom's sustainability agenda they provide organisations with funding for social, economic and development projects. Mr. Kothuis was project manager and was involved in the execution of Socio Economic Audits of the SMEs that participated in the projects funded by ESKOM. As part of a project on sustainability in the product chain, Mr. Kothuis audited 6 suppliers of textile to a large international fashion brand on their water management practices. This involved auditing of the suppliers' practices with regard to water metering, data logging and data analysis. Mr. Kothuis also analysed data on specific water consumption and identified opportunities for reductions in water consumption.

For over 20 companies Mr. Kothuis facilitated 1-day training courses. The aim of the training was to promote social and environmental awareness among staff thus ensuring their participation in CSR activities within the company.

Mr. Kothuis was involved in the development of the Sustainability Strategy Scan and the adaptation of this tool for the African situation. This scan provides individual organizations with insight into their performance for all the aspects of sustainability that are of importance to the organization. Subsequently Mr. Kothuis carried out this Sustainability Strategy Scan for several SMEs in the hospitality and tourism sector. Mr. Kothuis was involved in the organisation of the South African National Roundtable Conference on Sustainable Consumption and Production (SCP). DEAT, in

partnership with United Nations Environmental Programme (UNEP) and the European Commission (EC), supported the organisation of the National Roundtable on SCP.

Mr. Kothuis assisted in the Independent Evaluation and Strategic Review of the UNIDO/UNEP Cleaner Production Programme and Related Initiatives. This global programmatic evaluation was initiated to provide recommendations for strengthening the global Cleaner Production (CP) network and for improving service delivery in the host countries, and to identify opportunities to catalyse sustainable industrial development in developing countries and economies in transition. Within the framework of this global evaluation, a review was undertaken of the activities and achievements of the Evaluation of the South African National Cleaner Production Centre (SA-NCPC). The review is based on review of documents and discussions with the SA-NCPC and a selection of its customers and other stakeholders in government and industry.

Mr. Kothuis supervised the co-ordination of Coca-Cola's Water Resource Management Programme in Africa, which seeks to ensure socially responsible source water management. Mr. Kothuis managed the programme in Africa and as part of the team provided support to individually owned soft drink bottling plants throughout Africa.

Mr. Kothuis was the project manager for the dissemination of expertise on environmental management, pollution prevention, energy management, and eco-design of products within the EU. This was a project for the European Committee, in co-operation with the Technical University of Delft, the Clean Technology Centre at Cork Regional Technical College in Ireland, and Krüger AS in Denmark. Mr. Kothuis was involved with the production of a manual on Integrated environmental management, and performance of training activities for the metal finishing industry, the wood and furniture industry, and the waste management industry.

Mr. Kothuis executed a feasibility study into the potential for the development of an Eco-Industrial Park in Atlantis Industrial Area in Cape Town, South Africa. This involved desk study, as well as interviews and workshops with local government, companies in the Atlantis Industrial Area as well as with industry organisations, para-statal organisations and NGOs. For a fact finding mission for the establishment of a National Cleaner Production Centre in Cameroon, Mr. Kothuis visited Cameroon in a 1-week mission to interview representatives from government, industry and academia to establish the interest and potential for a National Cleaner Production Centre in Cameroon.

Mr. Kothuis was responsible for the organisation of the South African National Roundtable Conference on Sustainable Consumption and Production (SCP). The Department of Environmental Affairs and Tourism (DEAT), in partnership with United Nations Environmental Programme (UNEP) and the European Commission (EC), supported the organisation of the National Roundtable on SCP.

#### SELECTION OF PRESENTATIONS AND PUBLICATIONS

- S. Barclay C. Jänisch, B. Kothuis, H. von Blottnitz, S. Mzoboshe, G. Trussler, C. Buckley, A. Barker; "Cleaner Production: A Guidance Document for The Mining Industry"; Water Research Commission, 2009
- Reddick, J. F. H. Von Blottnitz, B. Kothuis (2008) Cleaner production in the South African coal mining and processing industry: a case study investigation. *International Journal of Coal Preparation and Utilization*, 28: 224–236
- "Sustainable business: the relationship between waste minimisation and sustainable development," Waste Minimisation Solutions Conference, Ditaba Business Strategies, **Centurion, South Africa**, August 2008
- Rene Van Berkel and Bas Kothuis, *Independent Evaluation of the UNIDO-UNEP Cleaner Production Programme - Country Evaluation Report South Africa*, UNIDO, April 2008
- J.F. Reddick, H. von Blottnitz, and B. Kothuis, A cleaner production assessment of the ultra-fine coal waste generated in South Africa, *The Journal of The Southern African Institute of Mining and Metallurgy*, DECEMBER 2007 VOLUME 107.
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## ANGIE NGOC TRAN

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### ACADEMIC POSITIONS HELD

2007	Professor, Political Economy, Division of Social and Behavioral Sciences and Global Studies (DSBS-GS), CSUMB
2002-2007	Associate Professor, (DSBS-GS), CSUMB
1996-2002	Assistant Professor, (DSBS-GS), CSUMB
1999-2000	Fulbright Professor at Hanoi National University- University of Social Sciences and Humanities, Vietnam

### RESEARCH INTERESTS

- Labor and Industrial Relations, Labor Resistance (class, gender, race/ethnicity, religion)
- Global Labor Migration (Vietnam, Malaysia, Cambodia)
- Gendered Division of Labor, Vietnam and Southeast Asia
- Role of the Vietnamese State, Media, Labor Unions, Market Socialism and the Rule of Law in Globalization Processes
- Corporate Social and Environmental Responsibility (CSE) in Vietnam, Ethical Consumerism (Vietnam, U.S.)
- Transnational Assembly Work, Diaspora (Vietnamese Americans), California and Vietnam
- Comparative and Developmental Political Economy, Vietnam, East and Southeast Asia

### FELLOWSHIPS and GRANTS

- Lee Kong Chian National University of Singapore-Stanford Distinguished Fellow on Southeast Asia, May to November 2008
- Senior Visiting Fellowship, Centre for Asia Pacific Social Transformation Studies(CAPSTRANS), University of Wollongong NSW, Australia, Summer 2007
- Partner Investigator, Australian Research Council Grant (2007-2010), "The Clothing Industry in the Asia Pacific: Managing Constant Change" Project
- Faculty Associate in Research, Southeast Asia Program at Cornell University, 2005-Present
- Travel Grant from Southeast Asia Program at Cornell University, 2006, Global Companies - Global Unions - Global Research - Global Campaigns Conference, New York City, February 2006
- Conference Grant from the Centre for Asian and Pacific Studies and College of Law (University of Iowa) to present at the Fourth Symposium on Contemporary Vietnam: Symposium on Labour, Enterprises, Entrepreneurs and the State in Vietnam, Paris, December 2005
- Henry Luce Post-Doc Fellowship at Research School of Pacific and Asian Studies – Australian National University, Canberra, Australia, Summer 2001
- CSU Research, Scholarship, and Creative Activity Award, 2010-11, 2002

### SELECTED REFEREED PUBLICATIONS (IN ENGLISH)

- "Vietnamese Textile and Garment Industry in the Global Supply Chain: State Strategies and Workers' Responses," International Journal of Institutions and Economies, Volume 4, Number 3, October 2012
- Ties That Bind: Cultural Identity, Class and Law in Flexible Labor Resistance in Vietnam, book manuscript, Southeast Asia Program (SEAP), Cornell University Press, Spring 2013
- "The Vietnam Case: Workers Versus the Global Supply Chain. Harvard International Review. 33.2 (Summer 2011): p. 60 [http://library2.csumb.edu:2048/login?url=http://go.galegroup.com.library2.csumb.edu:2048/ps/i.do?id=GALE%7CA261641040&v=2.1&u=csumb\\_main&it=r&=AONE&sw=w](http://library2.csumb.edu:2048/login?url=http://go.galegroup.com.library2.csumb.edu:2048/ps/i.do?id=GALE%7CA261641040&v=2.1&u=csumb_main&it=r&=AONE&sw=w)
- "Corporate Social Responsibility in Socialist Vietnam: Implementation, Challenges, and Local Solutions," in Labour in Vietnam (edited by Anita Chan). Singapore: Institute of Southeast Asian Studies, 2011
- "Vietnamese Labor-Management Relations: Restructuring and Coping with the Global Economic Crisis." Fall 2009. Stanford: Spice Digest, Freeman Spogli Institute for International Studies, <http://spice.stanford.edu>



- "Contesting 'Flexibility:' Networks of Place, Gender, and Class in Vietnamese Workers' Resistance," in *Taking Southeast Asia to Market: Commodities, Nature, and People in the Neoliberal Age*, Joseph Nevins and Nancy Lee Peluso (editors), Cornell University Press, 2008
- "The Third Sleeve: Emerging Labor Newspapers and the Response of Labor Unions and the State to Workers' Resistance in Vietnam," *Labor Studies Journal*, Vol. 32, No. 3, pp. 257-279, September 2007
- "Alternatives to the 'Race to the Bottom' in Vietnam: Minimum Wage Strikes and Their Aftermath," *Labor Studies Journal*, Vol. 32, No. 4, pp. 430-451, December 2007
- "Sewing for the Global Economy: Thread of Resistance in Vietnamese Textile and Garment Industries," in W. Robinson and R. Appelbaum (eds.) *Critical Globalization Studies*, New York and London: Routledge, 2005
- "Cautious Reformers and Fence Breakers: Vietnam's Economic Transition in Comparative Perspective," co-authored with D. Smith in *Modernization and Social Transformation in Vietnam: Social Capital Formation and Institution Building*, G. Mutz and R. Klump (eds.), IFA, Institut für Asienkunde, Hamburg, 2005
- *Reaching for the Dream: Challenges of Sustainable Development in Vietnam*, authored and co-edited with M. Beresford, NIAS Press (Nordic Institute for Asian Studies) and University of Hawaii Press, 2004
- "What's Women's Work? Male Negotiations and Gender Reproduction in the Vietnamese Garment Industry," in *Gender Practices in Contemporary Vietnam*, L. Drummond and H. Rydstrom (eds), Singapore University Press and NIAS Press, 2004
- "Transnational Assembly Work: Vietnamese American Electronics and Vietnamese Garment Workers," in *Amerasia Journal: Vietnamese Americans Creating Diasporas and Destinies*, UCLA Asian American Studies Center Press, 2003
- "Gender Expectations of Vietnamese Garment Workers: Viet Nam's Re-Integration into the World Economy," in *Gender, Household, State: Doi Moi in Viet Nam*, edited by J. Werner and D. Belanger, Southeast Asia Program Publication (SEAP) Series, Cornell University Press, 2002
- "Global Subcontracting and Women Workers in Comparative Perspective," in *Globalization and Third World Socialism: Cuba and Vietnam*, edited by C. Brundenius and J. Weeks, Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, 2001

### **SELECTED PUBLICATIONS (IN VIETNAMESE)**

- "The Ambivalence of Export Labor from a Gender Perspective: Vietnamese Migrant Workers and Their Families" in Bùi Thế Cường (ed), *Vietnamese Women In The Context of Rapid Social Changes*, Southern Institute of Sustainable Development - Vietnam's Social Science Academy, Fall 2012
- "Bringing Corporations Back to the Negotiating Table: Necessity of Workers' Participation and Local Monitoring" in *Review of Social Sciences*, Ho Chi Minh City, January 2009
- "Ratcheting Labor Conditions Through Industrial Codes of Conduct: Insights for Vietnam from two Southeast Asian Countries" in *Review of Social Sciences*, Ho Chi Minh City, No. 11 (99), 2006, pp. 21-35.

## F) CVs - Team Assistants South Africa, Team Assistants Vietnam, Assistant to Soeren Jeppesen

### CURRICULUM VITAE – OLGA FADEEVA

Place of residence: Ukraine, Sevastopol

#### ADDRESS \_\_\_\_\_

E-mail: ofadeeva@yahoo.com

Telephone: +380674261870

Glukhova 1-34, Sevastopol, Ukraine

#### EDUCATION \_\_\_\_\_

UNIVERSITY	FROM	TO	DEGREE OR EQUIVALENT	COURSE OF STUDY
Lund University, Sweden	2003-08-15	2004-11-25	Masters	International Master's Programme in Environmental Science
Moscow Aviation Institute, Russia	1999-09-01	2002-04-12	Masters	Economy and management at the enterprise
Moscow Aviation Institute, Russia	1993-09-01	1999-12-01	Masters	MSc in Applied Mathematics and Physics

#### PUBLICATIONS \_\_\_\_\_

O. Fadeeva, J. Brezet, Y. Krozer, 2008, Encouraging innovation through government challenge programmes: a case study of PV-based boats; Rory Sullivan (Eds.) Corporate Responses to Climate Change, Greenleaf publishing ltd.

O. Fadeeva, 2003, Exploring opportunities of White Certificates in Sweden. Lund University

O. Fadeeva, 2002, Redesign of organisational management system. Case study publishing house "April", Moscow, MAI

#### COMPUTER SKILLS \_\_\_\_\_

Knowledge of using Microsoft Office Applications

Advanced knowledge of publishing and design programmes

Basic skills of programming

#### LANGUAGES \_\_\_\_\_

Language	Mother Tongue	Read	Write	Speak	Understand
English	NO	Easily	Easily	Easily	Easily
Russian	YES	Easily	Easily	Easily	Easily
Dutch	NO	Not Easily	Not Easily	Not Easily	Not Easily

## EMPLOYMENT

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Name of Employer	Responsibilities	From	To
Antea Group, Global corporate consultancy, Cape Town, South Africa	Consultant. Work with three industries, Textile, Hospitality, Food, on the issues of Corporate Social Responsibility.	July 2011	March 2012
Delft University of Technology, Design for Sustainability & the Cartesius Institute (Netherlands)	PhD student and guest researcher Research topics related to facilitation of business development of solar products markets. Regional consultant on solar product market development in the province of Friesland.	December 2004	December 2010
Kenya Institute of Organic Farming (KIOF), Kenya	Volunteer. Facilitating communication between KIOF and bio-trade and GEF for organization of farmers' training to teach farmers to deliver their products to the market.	July 2010	August 2010
UNU-IAS, Japan	Internship. Participation in the project on sustainable consumption and production	February 2009	April 2009
publishing house "Aprel", Moscow	Public Relation manager. Writing PR reports, technical correction of received advertising materials, communication work	January 2001	July 2002
publishing house "Aprel", Moscow	Analytical work with the publishing house in area of redesign of organizational management system	September 1999	February 2002
Publishing house "Novii Katalog", Moscow	Art director. Conceptual design of several magazines and coordination of designers' work	September 2000	January 2001
The Ice-Cream factory, Moscow, and the International Institute for Industrial Environmental Economics at Lund University, Sweden	Work on the auditing for cleaner production project at the Ice-Cream factory. The project was conducted with the International Institute for Industrial Environmental Economics at Lund University, Sweden.	July 1998	October 1998
Programming office "Argus", Moscow	Programmer. Project worker for the projects for airlines' acquisition	February 1994	May 1994

## AREAS of PROFESSIONAL INTERESTS

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Environmental management, urban and rural development, policies for sustainable development, energy management, poverty reduction, education

Marketing, financial issues, enterprise management

Innovation

Technology and markets development

Information management and communication

Graphic design

PR

## CURRICULUM VITAE – MARIANNE KÖHLER

- 1957** Born in Johannesburg, South Africa
- 1976** Commenced my secretarial training at the Höhere Handelsschule Lüneburg, Federal Republic of Germany and commenced my part-time language studies at the Institut français and the Volkshochschule in Germany.
- 1977 – 1984** Worked in Germany and studied languages on a part-time basis for several years.
- 1977** Awarded an *Abschlusszeugnis – Handelslehranstalten Lüneburg Höhere Handelsschule*.
- 1979** Obtained my German language certificate and continued studying French at the *Institut français* in Bonn, Germany.
- 1984** Returned to South Africa and furthered my studies, taking private tuition and continuing my part-time studies at the *Alliance Française* in Cape Town, South Africa.
- 1985** Obtained a *Diplôme de langue française*.
- 1990** After successful completion of both written and oral examinations, admitted as a registered and sworn translator in the languages English and German in the Supreme Court of South Africa. (Cape of Good Hope Provincial Division).
- 1993 - 2012** Commenced working in the tourism sector as a multi-lingual tourist guide and continue to undertake freelance assignments in the fields of tourism, interpreting and translation work.

## CURRICULUM VITAE – INCE MAREE

1978 – Born in Johannesburg, South Africa

2000 – B.Sc Degree – University of Stellenbosch

### EMPLOYMENT & EXPERIENCE HISTORY:

#### Highlights relevant to this research - 2002 onwards

- Started Eco-Tourism Investments (Pty) Ltd t/a The Eco-ist, a **Responsible Eco-Tourism Company** - [www.eco-ist.co.za](http://www.eco-ist.co.za)
- Delegate at the **Conference on Responsible Tourism in Destinations** (21 – 23 August) in Cape Town – a parallel event to the 2002 World Summit on Sustainable Development.
- Visitor to yearly **INDABA Travel show**
- Received **Certificate of Recognition at the Youth Tourism Indaba 2004** – awarded by the Department of Economic Development and Tourism: Western Cape
- Attended **World Travel Market (WTM) 2004** – London
- On the committee of **SATSA Western Cape - Eco- & Responsible Tourism Portfolio since 2006**
- Involved with the **ICLEI WORLD CONGRESS 2006**
- Presented at **workshops in Cape Town and Johannesburg on Responsible Tourism & SATSA**
- Involved in writing of **SATSA's Responsible Tourism Strategy** document.
- Attended **WTM 2007** as part of the **MEC Lynne Brown's delegation**
- Assisted with the compilation of a document giving feedback on Responsible Tourism in South Africa for the **2<sup>nd</sup> International Responsible Tourism Conference in Kerala, India.**
- Facilitating the **Eurocentres Sustainability Plan** for the Eurocentres Language Centre in Cape Town.
- Facilitated a **Sustainability Action Plan** for Uwe Koetter Jewellers in Cape Town.
- Involved in the **City of Cape Town Responsible Tourism Action Plan** on behalf of SATSA Western Cape – leading up to Cape Town winning the **Best Destination award at the WTM World Responsible Tourism Awards.**
- Took part in the **Service Excellence Focus Group Discussion** organised by The National Department of Tourism in collaboration with TBCSA (Tourism Business Council of SA) and the Disney Institute.
- Ongoing involvement in the **City of Cape Town Responsible Tourism Pilot Project.**

**Name** Dr. (Ms.) Huỳnh Thị Ngọc Tuyết  
**Birthday** 10 February 1953  
**Nationality** Vietnamese  
**Address** 270 Nguyen Trong Tuyen. Ward 8, Phu Nhuan District, Ho Chi Minh city  
**Telephone** 0919.498.172  
**E-mail** tuyethuynh253@gmail.com

### **Profile (in relation to CSR Competitiveness and SME project)**

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I had worked for Southern Institute of Sustainable Development, Director of Center of Research & Consultancy for Development (CRCDD), afterwards, after getting retired (2008), changed role, working as a Scientific Advisor:

- Conducting consultation and research on poverty, poverty reduction, migration, housing, resettlement, urban upgrading, anti-trafficking, labor issues during urbanization and renovation process;
- Community consultation on community-based environment management (CBEM) especially community participation in solid waste management, water resources management, water resources knowledge & information governance.
- Being project holder, conducting interest-based approach research project in labor conflicts and strikes in Hochiminh City, Bien Hoa and Binh Duong Provinces, funded by Asia Foundation (2007 up to now)
- Being research project advisor, conducting participatory action research (PAR) on Social Networks of Factories migrant workers in Dong Nai province, Vietnam, funded by Oxfam Solidarity of Belgian (OSB) (2007-2008)

### **Professional Experience**

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**2010: Evaluation the project “Mobile legal Consultancy for Migrants workers in Long Binh ward, Bien Hoa city, Dong Nai province”, Oxfam Belgium Solidarity**

Responsibility: Evaluate results of the project and give experiences for next steps of the project.

Tasks:

- In-depth Interview, Focus Group Discussion workers participating in the projects, staff of board of the project, trainers.
- Analysis collected information.

**2009 -2010:**

**1. Baseline Survey on water supply and sanitation services, Technology Coopertion of Beligum**

Responsibility: National Consultant, Advisor

Tasks:

- Preparing guidelines, questionnaire for focus group discussion, sampling, sample selection
- Providing comments on first draft from team members
- Revising final report

**2. Da Nang Water Supply Project (ADB-TA 7144-VIE), ADB, Black & Veatch International (BVI)**

Responsibility: National Consultant for Social Development

Tasks:

- Conducting stakeholder analysis,
- household survey,
- focus group discussion with targeted population (the poor and vulnerable people, including the Cotu ethnic groups)

**2008 – 2009: Research on Social network of migrant workers ((case study: migrant workers are living in Long Binh ward, Bien Hoa city), Oxfam Belgium Solidarity**

Responsibility: Team leader

Tasks:

- Conducting survey, action research on Social Networks of Factory Migrant Workers

- Focus group discussion

**2007 - 2008: *Labor Relations, Conflicts, Labor dispute and strike in IPs and EPZs in Bien Hoa, Binh Duong and HCMC***

Responsibility: Project holder

Tasks:

- Conducting research on labor relations and strikes, the role of Labor Union, in industrial parks & processing zones
- Focus group discussion, indepth interview
- Writting the report

**2007: *An Giang Water and Sanitation Improvement Project (WATSAN)***

Responsibility: Team leader

Tasks:

- Conducting Participatory Mid Term Review
- Designing guideline for focus group discussion, in depth interview, providing training workshop, writing report

**2006 -2010: *Phuoc Hoa Water resources Project (2006-2010)***

Responsibility: Consultant of Resettlement, Social Support and Gender

Tasks:

- Conducting participatory community consultation on the Resettlement , Social Support and Gender issues for the project implementation

**2005: *Action Research on Anti-trafficking and Corporate Social Responsibility (CSR) towards rural- urban migrants***

Responsibility: Team leader

Tasks:

- Preparing guidelines, questionnaires for the action research
- Leading the team to conduct participatory action research
- Writing final report

**2003: *Female migrants to Ho Chi minh City (Vietnam) and those to Bangkok (Thailand): reasons, consequences, solutions – A comparative study***

Responsibility: project holder

Tasks:

- Leading all activities related to research on female migrants

## Academic Record

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-Doctorate (Ph.D.) in Historical studies (Ho chi Minh City, Vietnam, 1987-1992)

-Certificate, Sociology (Houston, USA, 1997-1998)

-Certificate, Visiting Scholarship, Harvard –Yenching Institute, (Harvard University, Cambridge, Massachusetts, USA 1996-1997)

-Certificate, English as Second Language for Foreigners (ESL), (Houston Community College, Houston, USA 1997)

-Certificate, Woman Studies (Minnesota University, USA & Institute of Social Sciences in Ho Chi Minh City, Vietnam, 1993)

-Certificate, Training for Trainers for Community Development (Center for Community Development & Population, Thailand, 1992)

-Diploma, Social Work & Community Development (National School of Social Work, Saigon, Vietnam, 1972-1975)

## Language Skills

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<b>Vietnamese</b>	Mother Tongue
<b>English</b>	Fluently
<b>French</b>	Fair
<b>Russian</b>	Fair

## Publications

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1. Le Thanh Sang, Huynh Thi Ngoc Tuyet, Nguyen Thi Minh Chau and other authors. 2010. Labor Relations and Labor dispute in IPs and EPZs in Bien Hoa, Binh Duong and HCMC, General Housing, Hanoi. (English and Vietnamese version)
2. Social network of migrant workers in Long Binh ward, Bien Hoa city, Dong Nai province, (Vietnamese version), Social Science Review, No.5/2010
3. Report of Action Research on Anti-trafficking and Corporate Social Responsibility (CSR) towards rural-urban migrants, Action Aids in Vietnam, 2005.
4. Report of Research on Social network of migrant workers ((case study: migrant workers are living in Long Binh ward, Bien Hoa city), Oxfam Beligum Solidarity
5. Report of research project of female migrants (rural-urban) and cross-border migration in Greater Mekong Sub-region, coordinated by Asian Migrant Centre based in Hongkong, sponsored by the Rockefeller Foundation
6. Report of comparative research on “Female migrant to Bangkok (Thailand) and Ho Chi minh City (Vietnam”, funded by SEAREP, Toyota Foundation (2002-2003).



**Name** Nguyễn Thị Bảo Hà  
**Nationality** Vietnamese  
**Address** 53/8 Tran Khanh Du, Ward Tan Dinh, District 1, HCM City.  
**Telephone** 091 8 095 836  
**E-mail** [tybao510@yahoo.com](mailto:tybao510@yahoo.com)

## Profile

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I have been involved in projects and have experiences in note-taking for focus group discussions, in-depth interviews, contacting interviewees, data entry (SPSS), doing fieldwork.

## Professional Experience

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**09/2009:** Child labor survey in Ward 3, Ward 6, Ward 17, Go Vap Dist., HCMC.

Tasks: note-taking for focus group discussions and in-depth interviews

**01/2010 – 11/2010:** Exploring the gender dimension in textbooks of the Vietnam's national education system - The Vietnam's Southern Institute of Sustainable Development (SISD) and Rosa Luxemburg Stiftung (RLS)

Tasks: data entry (SPSS), interviews

**01/2010:** Basic Survey on clean water, waste and sanitation in 6 districts (Hoai Nhon, Phu My, Phu Cat, Tuy Phuoc, An Nhon và Tay Son, Binh Dinh Province)

Tasks: note-taking for focus group discussions and in-depth interviews

**04/2010:** Investigate the social structure, lifestyle and welfare of residents in Vinh Long province.

Tasks: contacting, note-taking for focus group discussions and in-depth interviews

**05/2010:** Socio-economic development of ethnic minorities Khmer, Chăm in An Giang provinces in 2011 - 2015 and vision 2020.

Tasks: note-taking for focus group discussions and in-depth interviews

**08/2010:** Culture of South Coast residents - University of Social Sciences and Humanities.

Tasks: Fieldwork, qualitative research

**08/2010:** Monitoring the impact of the economic crisis on Vietnam (2009), impact of financial crisis (2008), evaluating a project that had implemented policies more than a year to support businesses and employees to minimize the impact of financial crisis and the economic restructuring crisis - Vietnamese Academy of Social Sciences.

Tasks: note-taking for focus group discussions and in-depth interviews

**11/2010:** Conservation Capacity Survey - Institute of Biology

Tasks: Fieldwork, qualitative research

**06/2010:** Survey to learn the knowledge, attitudes and behaviors of sustainable development of managers, enterprises and citizens about sustainable development to provide necessary information for the formulation of government policies in 2011 – 2012 (ĐakLak, Ben Tre, Can Tho) – The Northern Institute.

Tasks: Fieldwork, qualitative research

**03/2011 – 04/2011:** Sexual behavior, injecting drug use and counseling services and HIV testing among female sex workers, including female sex workers with drug use in 7 provinces (An Giang, Can Tho) – Newcare.

Tasks: Fieldwork, qualitative research

## Academic Record

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- **2000 – 2005:** HO CHI MINH CITY OPEN UNIVERSITY (HCMCOU)

Faculty of Southeast Asian Studies  
Bachelor of Art

- **2005 – 2008:** UNIVERSITY OF SOCIAL SCIENCES AND HUMANITIES (USSH)

Asian Studies  
Master of Art

## Language Skills

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<b>Vietnamese</b>	Native speaker
<b>English</b>	Average

**Name** Ms. Nguyễn Thị Cúc Trâm  
**Nationality** Vietnamese  
**Address** V7-D2 Van Thanh Bac, Ward 25, Binh Thanh District, HCMC  
**Telephone** 0988 330 437  
**E-mail** [cuctramnguyen@gmail.com](mailto:cuctramnguyen@gmail.com)

### Research Experience

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**2011: Research on issues of women sex-workers, Institute of Social and Medical Studies.**

Responsibility: Interviewer.

Tasks:

- Doing quantitative research

**2010: Research on issues of sustainable development, Vietnamese Academy of Social Sciences (VASS).**

Responsibility: Interviewer.

Tasks:

- Doing quantitative research
- Doing qualitative research
- Note-taking, in-depth interviews; focus group discussions.

**2010: Impact of Economic crisis, CAF-VASS.**

Responsibility: Project assistant.

Tasks:

- Doing quantitative research
- Doing qualitative research
- Note-taking, in-depth interviews; focus group discussions.

**2010: Social-economic survey and human welfare in Vinh Long Province, SISD.**

Responsibility: Interviewer.

Tasks:

- Doing quantitative research
- Transcribing data from a digital recorder
- Inputting data into SPSS.

### Academic Record

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**2004 - 2008: BA. – Sociology, University of social sciences and humanity, HCMC, National University.**

### Language Skills

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<b>Vietnamese</b>	Mother Tongue
<b>English</b>	Good

**Name** Ms. Nguyễn Thị Minh Châu  
**Nationality** Vietnamese  
**Address** 270 Nguyen Trong Tuyen. Ward 8, Phu Nhuan District, Ho Chi Minh city  
**Telephone** 0919.498.172  
**E-mail** [minhchauvkhxhh@gmail.com](mailto:minhchauvkhxhh@gmail.com)

### **Profile (in relation to CSR Competitiveness and SME project)**

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I have worked in Southern Institute of Sustainable Development (SISD) for 11 years. Now I am Vice Director of Center for Research and Consultancy on Development (CRCD) belonged to SISD. I have participated in many research and development projects, especially community development projects with duties such as: designing, conducting, coordinating, managing, and interviewing.

### **Professional Experience**

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**2010 - 2011:**

**1. Building Capacity of Non-State Actors in Facilitating Access to Justice for Vulnerable Population in Ho Chi Minh City**

Responsibility: Survey capacity of Civil Social Organizations (CSOs) and their demands to support disadvantaged groups to access justice (legal assistance).

Tasks:

- Prepare guidelines for focus group discussion.
- Organize and facilitate focus group discussion.
- Prepare questionnaire.
- Survey 70 CSOs in Ho Chi Minh City.
- Analysis data and write the report of survey.

**2. Evaluation the project “Mobile Legal Consultancy for Migrant Workers in Long Binh ward, Bien Hoa city, Dong Nai province”**

Responsibility: Evaluate results of the project and give experiences for next steps of the project.

Tasks:

- In-depth Interviews, Focus Group Discussion with workers participating in the projects, staff of board of the project, trainers.
- Analysis of collected information.

**3. Gender issues in southern Vietnam in the context of rapid social changes: research, education and community life**

Responsibility: Research case study status and role of women in family and community of Kinh, Cham and Khmer ethnicities.

Tasks:

- Survey 150 households in three communes: Kinh, Khmer and Chăm ethnicities.
- Qualitative Methods (Interview, Focus group discussion, Observation, etc.)
- Write the report and give some proposed development projects.

**4. Survey on social - economic structure, culture and social welfare in Vinh Long province**

Responsibility: Explore social – economic structure, culture and social welfare in Vinh Long province.

Tasks:

- Organize the survey of 1035 households in Vinh Long province.
- Analysis of data.
- Write the report of data.

**5. Capacity building for poor people in facilitating access to policies and capital effectively**

Responsibility:

- Evaluate circumstantial access and apply policies for the poor.
- Build the project: building capacity for the poor to access and use policies effectively.
- Perform the project.

- Evaluate the project.

Tasks:

- Survey poor households.
- Build the project: Building capacity for the poor to access and using policies effectively.
- Organize performance of the project.
- Open the scope of the project.

**2009 – 2010:**

**1. Evaluation of international economic crisis's impacts on Vietnam (study in HCM city, Binh Duong and Dong Nai, An Giang provinces)**

Responsibility: Evaluation of international economic crisis's impacts on Vietnam

Tasks:

- Cooperating for contact and interviews
- Joining the Participatory Prospective Analysis (PPA) field works for poverty assessment.
- Doing households and labor focus groups discussion and in-depth interviews for qualitative studies.

**2. Evaluation of early child labourers' accessing to education (Study in Go Vap District, HCMC)**

Responsibility: main charge for survey and qualitative studies of the project

Tasks:

- Joining the PPA field works
- Doing household and child labor focus group discussion and in-depth interviews for qualitative studies
- Writing the report.

**3. Social – Economic Survey on Tan Quoi Hamlet, Tan Loi Commune, Binh Tan Dist, Vinh Long provinces**

Responsibility:

- *Social- economic status*
- *Explore available capitals*
- *Recommend urgent demands to develop structure*

Tasks:

- *Organize the survey*
- *Writing the final report*

**4. Research on Social network of migrant workers (case study: migrant workers are living in Long Binh ward, Bien Hoa city)**

Responsibility: Explore network of migrant workers. This is a development project. Base on social network of migrant workers discovered to find out action plan to improve the lives of migrant workers.

Tasks:

- Joining the PPA field works
- Writing the report.

**2007 - 2008:****1. Labor Relations, Conflicts, Labor dispute and strike in IPs and EPZs in Bien Hoa, Binh Duong and HCMC**

Responsibility:

Desk review, in-depth interviews, Focus Group Discussions, Reports and recommendations issues related to labour relationship and strike.

Tasks:

- Coordinating, interviewer, writing reports
- Cognition and skill prevent from HIV/AIDS of Adolescents in Phu Yen and Ho Chi Minh city

Responsibility:

Evaluation of the project at stage 1 in order to prepare for stage 2

Tasks:

- In-depth Interview, focus group discussion,
- Writing report and recommendation

**2005 -2006:****1. Trafficking in women and children, social responsibility cooperation in Go Vap district**

Responsibility: Explore trafficking and social responsibility company.

Tasks:

Survey by questionnaire, in-depth interview and focus group discussion victim or vulnerable women, children, company

**Academic Record**

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1995 - 1999: Bachelor of Business, University of Economics of Ho Chi Minh City

2003 - 2007: Master's Degree of Political Economics, National University of Ho Chi Minh city

**Language Skills**

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<b>Vietnamese</b>	Mother Tongue
<b>English</b>	Fluently

**Publications**

---

1. Le Thanh Sang, Huynh Thi Ngoc Tuyet, Nguyen Thi Minh Chau and other authors. 2010. Labor Relations and Labor dispute in IPs and EPZs in Bien Hoa, Binh Duong and HCMC, General Housing, Hanoi. (English and Vietnamese version)

2. (Co- authors), Roles of union unit in the foreign direct investment company. (Vietnamese version), Social Science Review, No.4/2009

3. (Co- authors), Roles of justice framework in reducing labour dispute in the foreign direct investment company, (Vietnamese version), Social Science Review, No.1/2010

4. (Co- authors), Social network of migrant workers in Long Binh ward, Bien Hoa city, Dong Nai province, (Vietnamese version), Social Science Review, No.5/2010

**Name**            **Nguyen T. Vu**  
**Nationality**    Vietnamese  
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**Telephone**     0932650447  
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## **Profile**

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I am contract translator for Vietnamese Southern Institute of Sustainable Development with educational background in economic development and quantitative analysis. My proficiency in English and Vietnamese as well as my experience working as a translator and media editor have prepared me for participation in international studies which require cultural and linguistic flexibility as well as the ability to transcribe and process written documents and verbal files.

## **Professional Experience**

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### **2011 - 2011: Contract Translator, Vietnamese Southern Institute of Sustainable Development**

Responsibility: Translate documents on HIV-related issues in children and mothers, as well as final reports and drafts from Vietnamese to English and from English to Vietnamese

Tasks:

- Reading and translating documents on HIV-related issues
- Summarizing key elements and studies' findings
- Translating research reports from Vietnamese to English

### **2010 – 2010: Managing Editor Intern, Alltreatment.com**

Responsibility: Improving the website's SEO by producing online contents for alltreatment.com

Tasks:

- Conducting research and writes articles on drug-related issues
- Producing online content, draft, in addition to editing texts for website
- Developing and managing online engagement with bloggers
- Presenting the findings in a final report for The Danish Ministry of Foreign Affairs, Danida
- Coordinating and executing the Public Debate and Seminar on 'Entrepreneurship, Growth and Employment in Africa'

### **2007 – 2010: Studio Technician, Beloit Public Access TV Station**

Responsibility: Assisting station director with various studio duties

Tasks:

- Programing stations' shows and live broadcasts
- Conducting studio productions including talk shows and monthly city news
- Running camera and collecting b-rolls
- Video-taping and editing shows, movies and special documentaries for the station.

### **2007-2007: Logic Tutor, Beloit College**

Responsibility: Assist logic professor with logic lessons

Tasks:

- Keeping track of attendance and students' homework
- Organizing tutoring sessions to assist students with logic problems
- Assisting professor with logic problems in classes

### **2007- 2007: Vietnamese Translator, Mercatus Center (Project Assignment)**

Responsibility: Translating recorded audio files from Vietnamese to English

Tasks:

- Translating recorded qualitative interviews with Vietnamese Americans affected by Katrina hurricane in New Orleans

- Identifying key topic issues and explanatory elements for the early return of Vietnamese communities after Katrina
- Reporting transcribed work and key findings to the leading researcher

### **Academic Record**

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#### **2006-2010: B.A. in Philosophy and Economics & Management, Beloit College (double majors)**

Economics & Management courses: Economic Development, Macro and Micro Economics, Quantitative Methods, Money and Banking, Comparative Economic Systems, Econometrics, Public Sector.

Philosophy courses: ancient and modern philosophy, logic, epistemology, ethical theories, political theories, existentialism, affluence and assistance, philosophy of language, philosophy of Plato, philosophy of Wittgenstein.

### **Language Skills**

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<b>Vietnamese</b>	Mother Tongue
<b>English</b>	Excellent



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### **Profile (in relation to CSR Competitiveness and SME project)**

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Since January 2012 I have supported the project as a student assistant. My main responsibilities were data entry and analysis with SPSS, creation of output tables and descriptive analysis.

### **Professional Experience**

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**11/2011 - 12/2011: Liaison Officer, International Afghanistan Conference 2011, Bonn**

*Liaison Officer for South Asian Association for Regional Cooperation*

**10/2011 - 12/2011: Intern, German Federal Foreign Office, Berlin**

*Department "UN - Civilian crisis prevention, conflict resolution and post-conflict peace-building"*

Evaluation of funding proposals; Meetings with fund applicants and project partners; Monitoring of projects' progress; Compiling analysis of political topics e.g. concept of Human Security.

**05/2011 - 08/2011: Project Assistant, Sigma, Copenhagen**

*Consultancy for cultural business development und branding*

Assistant of „Cultural Change“ project of an Austrian trade distributor of plumbing and heating products: Organization and implementation of qualitative customer interviews; Preparation and implementation of workshops for employees and management.

**09/2008 - 09/2009: PR Trainee, Griffiths Consulting, Munich**

*Consultancy for Communication*

Strategic consultancy, corporate and product PR; Development of communication strategies; Press work on trade fairs; Organization and implementation of press roadshow; Editing press newsletter.

### **Academic Record**

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2005 - 2008: BSc International Management, University of Flensburg, Germany

- Exchange semester at Universidad Cr tobal C lon, Veracruz, Mexico

2009 - 2012: MSc Business and Development Studies, Copenhagen Business School, Denmark

- Exchange semester at EAESP Funda o Getulio Vargas, S o Paulo
- Master thesis (in progress) "The Shea nut value chain and its impacts on livelihoods of small-scale agricultural producers in Ghana"

### **Language Skills**

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<b>German</b>	Mother Tongue
<b>English</b>	Fluent
<b>Spanish</b>	Good
<b>Portuguese</b>	Good
<b>Danish</b>	Basic

## G) Output tables – South Africa and Vietnam

### SOUTH AFRICA

#### SA.1 Age (Years of establishment)

			South Africa
Age (Years of establishment)	0-2,99 years	Count	9
		% within Country	15,5%
	3-5 years	Count	6
		% within Country	10,3%
	6-10 years	Count	10
		% within Country	17,2%
Above 10 years	Count	33	
	% within Country	56,9%	
Total	Count	58	
	% within Country	100,0%	

#### SA.2 Ownership

			South Africa
Ownership	Single person	Count	12
		% within Country	20,7%
Family	Count	11	
	% within Country	19,0%	
Group/Public Ltd	Count	34	
	% within Country	58,6%	
Other	Count	1	
	% within Country	1,7%	
State-run	Count	0	
	% within Country	,0%	
Joint-stock	Count	0	
	% within Country	,0%	
Limited liability	Count	0	
	% within Country	,0%	
Total	Count	58	
	% within Country	100,0%	

#### SA.3 Employees

	Total Number of Employees	Number of Permanent Employees	Number of Casual Employees
Mean	75	64	11
N	58	58	58
Std. Deviation	70,20	63,37	19,04
Median	50	47	2

#### SA.4 Turnover (Categories USD)<sup>5</sup>

			South Africa
Turnover (Categories USD)	below 18.000 USD	Count	0
		% within Country	,0%
	18.000-59.999 USD	Count	6
		% within Country	10,3%
	60.000-119.999 USD	Count	5
		% within Country	8,6%
	120.000-358.999 USD	Count	9
		% within Country	15,5%
359.000-716.999 USD	Count	10	
	% within Country	17,2%	
above 717.000 USD	Count	28	
	% within Country	48,3%	
Not stated	Count	0	
	% within Country	,0%	
Total	Count	58	
	% within Country	100,0%	

#### SA.5 Wages Level by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Wages Level	Minimum level	Count	0	3	4	7
		% within Sector	,0%	14,3%	20,0%	12,1%
	Higher	Count	15	11	14	40
		% within Sector	88,2%	52,4%	70,0%	69,0%
	Mixed	Count	2	7	2	11
		% within Sector	11,8%	33,3%	10,0%	19,0%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.6 Wages Level by Size (Managers)

			Size		Total
			Small	Medium	
Wages Level	Minimum level	Count	6	1	7
		% within Size	26,1%	2,9%	12,1%
	Higher	Count	16	24	40
		% within Size	69,6%	68,6%	69,0%
	Mixed	Count	1	10	11
		% within Size	4,3%	28,6%	19,0%
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

<sup>5</sup> The data were collected in ZAR categories only. The categories were converted into USD to provide comparable categories for South Africa and Vietnam. Thus, the USD categories were converted on base of the ZAR categories, with an exchange rate of 0.11955 USD/1 ZAR and 0.00004795 USD/1 VND.

**SA.7 Overtime Work Frequency (Managers)**

			South Africa
Overtime Work Frequency	Every Day	Count	5
		% within Country	8,9%
	Every week	Count	15
		% within Country	26,8%
	Every month	Count	5
		% within Country	8,9%
	Every quarter	Count	1
		% within Country	1,8%
	Seasonally	Count	16
% within Country		28,6%	
Seldom	Count	10	
	% within Country	17,9%	
other	Count	3	
	% within Country	5,4%	
Not stated	Count	1	
	% within Country	1,8%	
Total		Count	56
		% within Country	100,0%

**SA.8 Heard of CSR (Managers)**

			South Africa
Heard of CSR	yes	Count	44
		% within Country	75,9%
	No	Count	14
		% within Country	24,1%
	Not stated	Count	0
		% within Country	,0%
Total		Count	58
		% within Country	100,0%

**SA.9 Heard of CSR by Size (Managers)**

			Size		Total
			Small	Medium	
Heard of CSR	yes	Count	14	30	44
		% within Size	60,9%	85,7%	75,9%
	No	Count	9	5	14
		% within Size	39,1%	14,3%	24,1%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%

**SA.10 Heard of CSR (Workers)**

	Heard of CSR?		
	yes	No	Total
Frequency	2	45	47
Percent	4,3	95,7	100,0

**SA.11 Responsibilities of Company and of others (Managers)**

			Respon- sibility for Environ-ment	Respon- sibility for Working Environ-ment	Respon- sibility for Working Conditions	Respon- sibility for Suppliers	Total
Country	South Africa	Count % within Country	58 100,0%	58 100,0%	57 98,3%	44 75,9%	58

**SA.12 Responsibilities of Company and of others by sector (Managers)**

			Responsibility <sup>a</sup>			
			Responsibility for Environment	Responsibility for Working Environment	Responsibility for Working Conditions	Responsibility for Suppliers
Sector	Agro- processing	Count	17	17	17	9
		% within Sector	100,0%	100,0%	100,0%	52,9%
		% within \$Resp	29,3%	29,3%	29,8%	20,5%
	Textiles,	Count	21	21	20	17
		% within Sector	100,0%	100,0%	95,2%	81,0%
		% within \$Resp	36,2%	36,2%	35,1%	38,6%
	Hotels/Touris m	Count	20	20	20	18
		% within Sector	100,0%	100,0%	100,0%	90,0%
		% within \$Resp	34,5%	34,5%	35,1%	40,9%
Total		Count	58	58	57	44

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.13 Responsibilities of Company and of others (Workers)**

		Responsibilities <sup>a</sup>				Total
		Responsibility for Environment	Responsibility for Working Environment	Responsibility for Working Conditions	Responsibility for Suppliers	
Count	N	44	46	47	27	47
% within Country		93,6%	97,9%	100,0%	57,4%	

a. Dichotomy group tabulated at value 1.

**SA.14 Responsibilities of Company and of others by sector (Workers)**

			Responsibilities <sup>a</sup>				Total
			Responsibility for Environment	Responsibility for Working Environment	Responsibility for Working Conditions	Responsibility for Suppliers	
Sector	Agro- processing	Count	13	13	13	9	13
		% within Sector	100,0%	100,0%	100,0%	69,2%	
	Textiles	Count	18	19	20	11	20
		% within Sector	90,0%	95,0%	100,0%	55,0%	
	Hotels/ Tourism	Count	13	14	14	7	14
		% within Sector	92,9%	100,0%	100,0%	50,0%	
Total		Count	44	46	47	27	47

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.15 Company Responsibility (Managers)**

		Company Responsibility				Total
		10.1 Profit	10.2 Corporate Citizen	10.3 Quality	10.4 Other	
South Africa	Count	29	23	22	13	58

	% of Total	50,0%	39,7%	37,9%	22,4%	100,0%
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Percentages and totals are based on respondents.

**SA.16 Company Responsibility (Workers)**

	Key Responsibilities <sup>a</sup>				Total
	Profit	Corporate Citizen	Quality	Other	
Responses N	19	15	24	8	47
% Within Sector	40,4%	31,9%	51,1%	17,0%	

a. Dichotomy group tabulated at value 1.

**SA.17 Company Responsibility by Sector (Managers)**

			Company Responsibility <sup>a</sup>				Total
			Profit	Corporate Citizen	Quality	Other	
Sector	Agroprocessing	Count	12	8	4	4	17
		% within Sector	70,6%	47,1%	23,5%	23,5%	
		% within \$CompanyResp	41,4%	34,8%	18,2%	30,8%	
	Textiles, clothing and footwear	Count	11	10	6	3	21
		% within Sector	52,4%	47,6%	28,6%	14,3%	
		% within \$CompanyResp	37,9%	43,5%	27,3%	23,1%	
	Hotels/Tourism	Count	6	5	12	6	20
		% within Sector	30,0%	25,0%	60,0%	30,0%	
		% within \$CompanyResp	20,7%	21,7%	54,5%	46,2%	
Total	Count	29	23	22	13	58	

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.18 Company Responsibilities by Sector (Workers)**

			Key Responsibilities <sup>a</sup>				Total
			Profit	Corporate Citizen	Quality	Other	
Sector	Agroprocessing	Count	6	1	6	3	16
		% within Sector	46,2%	7,7%	46,2%	23,1%	
	Textiles, clothing and footwear	Count	9	10	9	3	31
		% within Sector	45,0%	50,0%	45,0%	15,0%	
	Hotels/Tourism	Count	4	4	9	2	19
		% within Sector	28,6%	28,6%	64,3%	14,3%	
Total	Count	19	15	24	8	47	
	% Total	40,4%	31,9%	51,1%	17,0%		

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.19 Company Responsibility by Size (Managers)**

			Company Responsibility <sup>a</sup>				Total
			Profit	Corporate Citizen	Quality	Other	
Size	Small	Count	9	7	11	8	23
		% within Size	39,1%	30,4%	47,8%	34,8%	
		% within \$CompanyResp	31,0%	30,4%	50,0%	61,5%	
	Medium	Count	20	16	11	5	35
		% within Size	57,1%	45,7%	31,4%	14,3%	
		% within \$CompanyResp	69,0%	69,6%	50,0%	38,5%	
Total		Count	29	23	22	13	58

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.20 Company Responsibility by Size (Workers)**

			KeyResponsibilities <sup>a</sup>				Total
			Profit	Corporate Citizen	Quality	Other	
Size of Company	Small	Count	9	6	9	2	19
		% within Size	47,4%	31,6%	47,4%	10,5%	
	Medium	Count	10	9	15	6	28
		% within Size	35,7%	32,1%	53,6%	21,4%	
Total		Count	19	15	24	8	47

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.21 Responsibilities of other Parties (Managers)**

			South Africa
Responsibilities of Other Parties	yes	Count	54
		% within Country	93,1%
	No	Count	4
		% within Country	6,9%
	Not stated	Count	0
		% within Country	,0%
Total		Count	58
		% within Country	100,0%

**SA.22 Responsibilities of other Parties by Size (Managers)**

			Size		Total
			Small	Medium	
Responsibilities of Other Parties	yes	Count	19	35	54
		% within Size	82,6%	100,0%	93,1%
	No	Count	4	0	4
		% within Size	17,4%	,0%	6,9%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%

**SA.23 Responsibilities of other Parties by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/Tourism	
Responsibilities of Other Parties	yes	Count	17	18	19	54
		% within Sector	100,0%	85,7%	95,0%	93,1%
	No	Count	0	3	1	4
		% within Sector	,0%	14,3%	5,0%	6,9%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

**M24 Occupational Safety and Health Issues (Managers)**

			South Africa
Occupational Safety and Health Issues	yes	Count	37
		% within Country	63,8%
	No	Count	21
		% within Country	36,2%
Total		Count	58
		% within Country	100,0%

**SA.25 Occupational Safety and Health Issues (Workers)**

		Occupational Safety and Health Issues			Total
		Yes	No	Not stated	
Total	Count	33	13	1	47
	% of Total	70,2%	27,7%	2,1%	100,0%

**SA.26 Occupational Safety and Health Issues by Size (Managers)**

			Size		Total
			Small	Medium	
Occupational Safety and Health Issues	yes	Count	9	28	37
		% within Size	39,1%	80,0%	63,8%
	No	Count	14	7	21
		% within Size	60,9%	20,0%	36,2%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%



**SA.27 OSH Impact (Managers)**

			South Africa
OSH Impact	Significant	Count	31
		% within Country	53,4%
	Somewhat significant	Count	8
		% within Country	13,8%
	Average	Count	12
		% within Country	20,7%
	Insignificant	Count	4
% within Country		6,9%	
Very insignificant	Count	2	
	% within Country	3,4%	
Not stated	Count	1	
	% within Country	1,7%	
Total	Count	58	
	% within Country	100,0%	

**SA.28 OSH Impact by Size (Managers)**

			Size		Total
			Small	Medium	
OSH Impact	Significant	Count	8	23	31
		% within Size	34,8%	65,7%	53,4%
	Somewhat significant	Count	3	5	8
		% within Size	13,0%	14,3%	13,8%
	Average	Count	6	6	12
		% within Size	26,1%	17,1%	20,7%
	Insignificant	Count	4	0	4
% within Size		17,4%	,0%	6,9%	
Very insignificant	Count	1	1	2	
	% within Size	4,3%	2,9%	3,4%	
Not stated	Count	1	0	1	
	% within Size	4,3%	,0%	1,7%	
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

**SA.29 Occupational Safety and Health Issues by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/Tourism	
Occupational Safety and Health Issues	yes	Count	15	15	7	37
		% within Sector	88,2%	71,4%	35,0%	63,8%
	No	Count	2	6	13	21
		% within Sector	11,8%	28,6%	65,0%	36,2%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.30 OSH Impact by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
OSH Impact	Significant	Count	9	14	8	31
		% within Sector	52,9%	66,7%	40,0%	53,4%
	Somewhat significant	Count	4	2	2	8
		% within Sector	23,5%	9,5%	10,0%	13,8%
Average		Count	3	2	7	12
		% within Sector	17,6%	9,5%	35,0%	20,7%
Insignificant		Count	1	2	1	4
		% within Sector	5,9%	9,5%	5,0%	6,9%
Very insignificant		Count	0	1	1	2
		% within Sector	,0%	4,8%	5,0%	3,4%
Not stated		Count	0	0	1	1
		% within Sector	,0%	,0%	5,0%	1,7%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.31 OSH Procedures (Managers)**

			South Africa
OSH Procedures	Government regulation	Count	18
		% within Country	31,0%
	Formal certified system	Count	1
		% within Country	1,7%
Own system/practice		Count	31
		% within Country	53,4%
Other		Count	0
		% within Country	,0%
Mix: Government and company practice		Count	2
		% within Country	3,4%
Not stated		Count	6
		% within Country	10,3%
Total		Count	58
		% within Country	100,0%

**SA.32 Register Accidents by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Register Accidents	yes	Count	15	16	13	44
		% within Sector	88,2%	76,2%	65,0%	75,9%
	No	Count	1	5	7	13
		% within Sector	5,9%	23,8%	35,0%	22,4%
Not stated		Count	1	0	0	1
		% within Sector	5,9%	,0%	,0%	1,7%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.33 Health Checks by Sector (Managers)**

			Sector			Total
			Agroprocessing	Textiles, clothing and footwear	Hotels/Tourism	
Health Checks	yes	Count	11	13	3	27
		% within Sector	64,7%	61,9%	15,0%	46,6%
	No	Count	6	8	17	31
		% within Sector	35,3%	38,1%	85,0%	53,4%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.34 Working Conditions Issue (Managers)**

			South Africa
Working Conditions Issue	yes	Count	11
		% within Country	19,0%
	No	Count	47
		% within Country	81,0%
Total		Count	58
		% within Country	100,0%

**SA.35 Working Conditions Issue by Size (Managers)**

			Size		Total
			Small	Medium	
Working Conditions Issue	Yes	Count	3	8	11
		% within Size	13,0%	22,9%	19,0%
	No	Count	20	27	47
		% within Size	87,0%	77,1%	81,0%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%

**SA.36 Key Labour Standard Issue Type (Managers)**

			South Africa
Key Labour Standard Issue Type	Wages	Count	36
		% within Country	62,1%
	Overtime hours and pay	Count	5
		% within Country	8,6%
	Health and social benefits	Count	6
		% within Country	10,3%
	all three of them	Count	2
		% within Country	3,4%
	Wages & Overtime issues	Count	3
		% within Country	5,2%
	Wages & Benefits	Count	4
		% within Country	6,9%
	Other	Count	0
		% within Country	,0%
	not stated	Count	2
		% within Country	3,4%
Total		Count	58
		% within Country	100,0%

**SA.37 Overtime Work Payment (Managers)**

			South Africa
Overtime Work Payment	Yes	Count	48

**SA.36 Key Labour Standard Issue Type (Managers)**

			South Africa
Key Labour Standard Issue Type	Wages	Count	36
		% within Country	62,1%
	Overtime hours and pay	Count	5
		% within Country	8,6%
	Health and social benefits	Count	6
		% within Country	10,3%
	all three of them	Count	2
		% within Country	3,4%
	Wages & Overtime issues	Count	3
		% within Country	5,2%
Wages & Benefits	Count	4	
	% within Country	6,9%	
Other	Count	0	
	% within Country	,0%	
not stated	Count	2	
	% within Country	3,4%	
		Count	58
		% within Country	85,7%
No	Count	8	
	% within Country	14,3%	
Total	Count	56	
	% within Country	100,0%	

**SA.38 Overtime Work Procedures (Managers)**

			South Africa
Overtime Work Procedures	Government regulation	Count	42
		% within Country	75,0%
	Formal certified system	Count	0
		% within Country	,0%
	Own system/practice	Count	7
		% within Country	12,5%
Other	Count	0	
	% within Country	,0%	
Not stated	Count	7	
	% within Country	12,5%	
Total	Count	56	
	% within Country	100,0%	

**SA.39 Monitoring Waste, Water, Energy (Managers)**

			South Africa
Monitoring Waste, Water, Energy	yes	Count	49
		% within Country	84,5%
	No	Count	9
		% within Country	15,5%
Total	Count	58	
	% within Country	100,0%	

**SA.40 Monitoring WWE Types (Managers)**

		MonitorWWE <sup>a</sup>			Total	
		Monitoring Waste	Monitoring Water	Monitoring Energy		
Country	South Africa	Count	32	41	43	48
		% of Total	66,7%	85,4%	89,6%	100,0%

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Percentages and totals are based on respondents.  
a. Dichotomy group tabulated at value 1.

**SA.41 Monitoring of Waste, Water, Energy (Workers)**

		Monitoring Waste, Water, Energy				Total
		Yes	No	Not stated	don't know	
Total	Count	27	9	2	9	47
	% of Total	57,4%	19,1%	4,3%	19,1%	100,0%

**SA.42 Monitor WWE Types (Workers)**

		Monitor WWE <sup>a</sup>			Total
		Waste	Water	Energy	
Total	Count	21	19	24	25
	% of Total	84,0%	76,0%	96,0%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.43 Last Change to Reduce Waste (Managers)**

	Last Change to Reduce Waste					Total
	Less than 6 months ago	6-12 months ago	1-2 years ago	More than 2 years ago	Not stated	
Count	4	2	3	37	12	58
% within Country	6,9%	3,4%	5,2%	63,8%	20,7%	100,0%

**SA.44 Last Change to Save Water (Managers)**

	Last Change to Save Waste					Total
	Less than 6 months ago	6-12 months ago	1-2 years ago	More than 2 years ago	Not stated	
Count	1	2	4	32	19	58
% within Country	1,7%	3,4%	6,9%	55,2%	32,8%	100,0%

**SA.45 Last Change to Save Energy (Managers)**

	Last Change to Save Energy					Total
	Less than 6 months ago	6-12 months ago	1-2 years ago	More than 2 years ago	Not stated	
Count	4	5	10	28	11	58
% within Country	6,9%	8,6%	17,2%	48,3%	19,0%	100,0%

**SA.46 Development of Water Use since 2006 – Relative (Managers)**

			South Africa
Development of Water Use since 2006 - Relative	More than 15%	Count	13
		% within Country	26,0%
	0,1-15%	Count	10
		% within Country	20,0%
	Same	Count	14
		% within Country	28,0%
	-0,1-15%	Count	8
		% within Country	16,0%
	More than -15%	Count	5
		% within Country	10,0%
Total	Count	50	
	% within Country	100,0%	

**SA.47 Development of Energy Use since 2006 – Relative (Managers)**

			South Africa
Development of Energy Use since 2006 - Relative	More than 15%	Count	15
		% within Country	30,0%
	0,1-15%	Count	12
		% within Country	24,0%
	Same	Count	11
	% within Country	22,0%	
	-0,1-15%	Count	10
		% within Country	20,0%
	More than -15%	Count	2
		% within Country	4,0%
Total		Count	50
		% within Country	100,0%

**SA.48 Development of Waste since 2006 – Relative (Managers)**

			South Africa
Development of Waste since 2006 - Relative	More than 15%	Count	1
		% within Country	2,0%
	0,1-15%	Count	15
		% within Country	30,0%
	Same	Count	20
		% within Country	40,0%
		-0,1-15%	Count
		% within Country	22,0%
	More than -15%	Count	3
		% within Country	6,0%
	Not stated	Count	0
		% within Country	,0%
Total		Count	50
		% within Country	100,0%

**SA.49 Waste Procedures (Managers)**

			South Africa
Waste Procedures	Government regulation	Count	8
		% within Country	14,0%
	Formal certified system	Count	0
		% within Country	,0%
	Own system/practice	Count	39
		% within Country	68,4%
	Other	Count	0
		% within Country	,0%
	Mix:Government and company paractice	Count	9
		% within Country	15,8%
Not stated	Count	1	
	% within Country	1,8%	
Total	Count	57	
	% within Country	100,0%	

**SA.50 Environmental Impact (Managers)**

			South Africa
Environmental Impact	Significant	Count	5
		% within Country	8,6%
	Somewhat significant	Count	6
		% within Country	10,3%
	Average	Count	15
		% within Country	25,9%
	Insignificant	Count	23
% within Country		39,7%	
Very insignificant	Count	9	
	% within Country	15,5%	
Not stated	Count	0	
	% within Country	,0%	
Total	Count	58	
	% within Country	100,0%	

**SA.51 Certified Management System (Managers)**

			South Africa
Certified Management System	Yes	Count	29
		% within Country	50,0%
	No	Count	29
		% within Country	50,0%
	Not stated	Count	0
		% within Country	,0%
Total	Count	58	
	% within Country	100,0%	

**SA.52 Certified Management System (Workers)**

	Yes	No	Not stated	Not sure	Total
Frequency	8	10	3	26	47
Percent	17,0	21,3	6,4	55,3	100,0

**SA.53 Certified Management System by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/Tourism	
Certified Management System	yes	Count	15	5	9	29
		% within Sector	88,2%	23,8%	45,0%	50,0%
	No	Count	2	16	11	29
		% within Sector	11,8%	76,2%	55,0%	50,0%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.54 Certified Management System by Size (Managers)**

			Size		Total
			Small	Medium	
Certified Management System	Yes	Count	8	21	29
		% within Size	34,8%	60,0%	50,0%
	No	Count	15	14	29
		% within Size	65,2%	40,0%	50,0%
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

**SA.55 Codes of Conduct (Managers)**

			South Africa
Codes of Conduct	Yes	Count	40
		% within Country	69,0%



	No	Count	17
		% within Country	29,3%
	Not stated	Count	1
		% within Country	1,7%
Total		Count	58
		% within Country	100,0%

#### SA.56 Codes of Conduct (Workers)

	yes	No	Not stated	don't know	Total
Frequency	27	3	1	16	47
Percent	57,4	6,4	2,1	34,0	100,0

#### SA.57 Codes of Conduct by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Codes of Conduct	yes	Count	13	16	11	40
		% within Sector	76,5%	76,2%	55,0%	69,0%
	No	Count	4	5	8	17
		% within Sector	23,5%	23,8%	40,0%	29,3%
	Not stated	Count	0	0	1	1
		% within Sector	,0%	,0%	5,0%	1,7%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

#### SA.58 Codes of Conduct by Size (Managers)

			Size		Total
			Small	Medium	
Codes of Conduct	Yes	Count	10	30	40
		% within Size	43,5%	85,7%	69,0%
	No	Count	12	5	17
		% within Size	52,2%	14,3%	29,3%
	Not stated	Count	1	0	1
		% within Size	4,3%	,0%	1,7%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%

#### SA.59 Produce CSR Report (Managers)

			South Africa
Produce CSR Report	Yes	Count	17
		% within Country	29,3%
	No	Count	40
		% within Country	69,0%
	Not stated	Count	1
		% within Country	1,7%
Total		Count	58
		% within Country	100,0%

#### SA.60 Produce CSR Report (Workers)

	yes	No	Not sure	Total
Frequency	4	10	13	27
Percent	14,8	37,0	48,1	100,0

#### SA.61 Produce CSR Report by Sector (Managers)

	Sector	Total
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			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Produce CSR Report	Yes	Count	8	4	5	17
		% within Sector	47,1%	19,0%	25,0%	29,3%
	No	Count	9	16	15	40
		% within Sector	52,9%	76,2%	75,0%	69,0%
	Not stated	Count	0	1	0	1
		% within Sector	,0%	4,8%	,0%	1,7%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.62 Produce CSR Report by Size (Managers)**

			Size		Total
			Small	Medium	
Produce CSR Report	Yes	Count	3	14	17
		% within Size	13,0%	40,0%	29,3%
	No	Count	19	21	40
		% within Size	82,6%	60,0%	69,0%
	Not stated	Count	1	0	1
		% within Size	4,3%	,0%	1,7%
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

**SA.63 Management Involved in Community Work (Managers)**

			South Africa
Management Involved in Community Work	yes Management engages	Count	55
		% within Country	94,8%
	No	Count	1
		% within Country	1,7%
	Not stated	Count	2
		% within Country	3,4%
Total	Count	58	
	% within Country	100,0%	

**SA.64 Workers Involved in Community Work (Managers)**

			South Africa
Workers Involved in Community Work	Workers engage	Count	14
		% within Country	24,1%
	Workers do not engage	Count	40
		% within Country	69,0%
	Not stated	Count	4
		% within Country	6,9%
Total	Count	58	
	% within Country	100,0%	

**SA.65 Management Involved in Community Work (Workers)**

		Management Involved in Community Work		Total
		Management engages	Not stated	
Total	Count	29	18	47
	% of Total	61,7%	38,3%	100,0%

**SA.66 Workers Involved in Community Work (Workers)**

		Workers Involved in Community Work			Total
		Workers engage	Workers do not engage	Not stated	
Total	Count	10	19	18	47
	% of Total	21,3%	40,4%	38,3%	100,0%

**SA.67 Management Involved in Community Work by size (Managers)**

Country				Size		Total
				Small	Medium	
South Africa	Management Involved in Community Work	yes Management engages	Count	22	33	55
			% within Size	95,7%	94,3%	94,8%
	No	Count	0	1	1	
		% within Size	,0%	2,9%	1,7%	
	Not stated	Count	1	1	2	
		% within Size	4,3%	2,9%	3,4%	
Total	Count	23	35	58		
	% within Size	100,0%	100,0%	100,0%		

**SA.68 Workers Involved in Community Work by size (Managers)**

Country				Size		Total
				Small	Medium	
South Africa	Workers Involved in Community Work	Workers engage	Count	3	11	14
			% within Size	13,0%	31,4%	24,1%
	Workers do not engage	Count	17	23	40	
		% within Size	73,9%	65,7%	69,0%	
	Not stated	Count	3	1	4	
		% within Size	13,0%	2,9%	6,9%	
Total	Count	23	35	58		
	% within Size	100,0%	100,0%	100,0%		

**SA.69 Provide Informal Assistance (Managers)**

			South Africa
Provide Informal Assistance (yes/no)	yes	Count	58
		% within Country	100,0%
	Not stated	Count	0
		% within Country	,0%
Total		Count	58
		% within Country	100,0%

**SA.70 Heard of CSR by sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Heard of CSR	yes	Count	15	15	14	44
		% within Sector	88,2%	71,4%	70,0%	75,9%
	No	Count	2	6	6	14
		% within Sector	11,8%	28,6%	30,0%	24,1%
Total		Count	17	21	20	58
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.71 Heard of CSR by size and sector (Managers)**

Size				Sector			Total
				Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Small	Heard of CSR	yes	Count	2	2	10	14
			% within Sector	66,7%	33,3%	71,4%	60,9%
		No	Count	1	4	4	9
			% within Sector	33,3%	66,7%	28,6%	39,1%
	Total		Count	3	6	14	23
			% within Sector	100,0%	100,0%	100,0%	100,0%
Medium	Heard of CSR	yes	Count	13	13	4	30
			% within Sector	92,9%	86,7%	66,7%	85,7%
		No	Count	1	2	2	5
			% within Sector	7,1%	13,3%	33,3%	14,3%
	Total		Count	14	15	6	35
			% within Sector	100,0%	100,0%	100,0%	100,0%
Total	Heard of CSR	yes	Count	15	15	14	44
			% within Sector	88,2%	71,4%	70,0%	75,9%
		No	Count	2	6	6	14
			% within Sector	11,8%	28,6%	30,0%	24,1%
	Total		Count	17	21	20	58
			% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.72 Types of Informal Assistance by sector (Managers)**

			Informal Assistance <sup>a</sup>					Total
			Loans	Sick/ Parental Leave	Events, Celebration	Donations	Other	
Sector	Agroprocessing	Count	14	17	15	16	6	17
		% within Sector	82,4%	100,0%	88,2%	94,1%	35,3%	
		% within \$InfAssistance	34,1%	31,5%	35,7%	32,0%	66,7%	
	Textiles, clothing and footwear	Count	15	19	11	16	2	21
		% within Sector	71,4%	90,5%	52,4%	76,2%	9,5%	
		% within \$InfAssistance	36,6%	35,2%	26,2%	32,0%	22,2%	
	Hotels/Tourism	Count	12	18	16	18	1	19
		% within Sector	63,2%	94,7%	84,2%	94,7%	5,3%	
		% within \$InfAssistance	29,3%	33,3%	38,1%	36,0%	11,1%	
Total		Count	41	54	42	50	9	57

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.73 Markets**

			South Africa
Markets	Local (ward, city/metro, province)	Count	10
		% within Country	17,2%
	National	Count	5
		% within Country	8,6%
	Regional	Count	2
		% within Country	3,4%
	International	Count	41
		% within Country	70,7%
	Not stated	Count	0
		% within Country	,0%
Total		Count	58
		% within Country	100,0%

**SA.74 Relationship Management-Workers (Managers)**

			South Africa
Relationship Management-Workers	Very good	Count	19
		% within Country	32,8%
	Good	Count	37
		% within Country	63,8%
	Neutral	Count	2
		% within Country	3,4%
Total		Count	58
		% within Country	100,0%

**SA.75 Relationship Management-Workers (Workers)**

		Relationship Management-Workers					Total
		Very good	Good	Neutral	Not good	Not stated	
Total	Count	12	24	7	2	2	47
	% of Total	25,5%	51,1%	14,9%	4,3%	4,3%	100,0%

**SA.76 Activities Undertaken to Strengthen Relationship (Managers)**

			South Africa
Activities Undertaken to Strengthen Relationship	yes	Count	49
		% within Country	84,5%
	No	Count	9
		% within Country	15,5%
Total		Count	58
		% within Country	100,0%

**SA.77 Activities Undertaken to Strengthen Relationship by size (Managers)**

			Size		Total
			Small	Medium	
Activities Undertaken to Strengthen Relationship	yes	Count	18	31	49
		% within Size	78,3%	88,6%	84,5%
	No	Count	5	4	9
		% within Size	21,7%	11,4%	15,5%
Total		Count	23	35	58
		% within Size	100,0%	100,0%	100,0%

**SA.78 Activities Undertaken to Strengthen Relationship (Managers)**

		Activities Undertaken to Strengthen Relationship			Total
		Yes	No	Not stated	
Total	Count	28	15	4	47
	% within Country	59,6%	31,9%	8,5%	100,0%

**SA.79 Are Unions recognized? (Managers)**

			Are Unions recognized?			Total
			Yes	No	Not stated	
Country	South Africa	Count	30	27	1	58
		% within Country	51,7%	46,6%	1,7%	100,0%

**SA.80 Are Unions recognized? (Workers)**

			Are Unions recognized?			Total
			Yes	No	Not stated	
Country	South Africa	Count	23	23	1	47
		% within Country	48,9%	48,9%	2,1%	100,0%

**SA.81 Are Unions allowed on Premises? (Managers)**

			Are Unions allowed on Premises?			Total
			Yes	No	Not stated	
Country	South Africa	Count	40	0	18	58
		% within Country	69,0%	,0%	31,0%	100,0%

**SA.82 Are Unions allowed on Premises? (Workers)**

		Yes	Total
Are Unions allowed on Premises?	Count	23	23
	% within Country	100,0%	100,0%

**SA.83 Collective Bargaining of Company (Managers)**

		Collective Bargaining		Total
		Yes	No	
Total	Count	25	33	47
	% of Total	43,1%	56,9%	100,0%

**SA.84 Collective Bargaining of Company (Workers)**

			Collective Bargaining			Total
			Yes	No	Not stated	
Total	Count		24	21	2	47

**SA.83 Collective Bargaining of Company (Managers)**

	Collective Bargaining		Total	
	Yes	No		
Count	25	33		
% of Total	51,1%	44,7%	4,3%	100,0%

**SA.85 Workers in Tripartite Bargaining (Managers)**

	Workers in Tripartite Bargaining			Total
	Yes	No	Not stated	
Total Count	17	39	2	58
% of Total	29,3%	67,2%	3,4%	100,0%

**SA.86 Workers in Tripartite Bargaining (Workers)**

	Workers in Tripartite Bargaining			Total
	Yes	No	Not stated	
Total Count	16	30	1	47
% of Total	34,0%	63,8%	2,1%	100,0%

**SA.87 Influence of Government (Managers)**

			South Africa
Influence of Government	Very influential	Count	12
		% within Country	20,7%
	Somewhat Influential	Count	7
		% within Country	12,1%
	Normal	Count	5
		% within Country	8,6%
	Little influential	Count	9
% within Country		15,5%	
Not influential	Count	23	
	% within Country	39,7%	
Not stated	Count	2	
	% within Country	3,4%	
Total	Count	58	
	% within Country	100,0%	

**SA.88 Influence of Suppliers (Managers)**

			South Africa
Influence of Suppliers	Very influential	Count	39
		% within Country	67,2%
	Somewhat Influential	Count	4
		% within Country	6,9%
	Normal	Count	3
		% within Country	5,2%
	Little influential	Count	6
% within Country		10,3%	
Not influential	Count	6	
	% within Country	10,3%	
Not stated	Count	0	
	% within Country	,0%	
Total	Count	58	
	% within Country	100,0%	

**SA.89 Influence of Customers (Managers)**

			South Africa
Influence of Customers	Very influential	Count	53
		% within Country	91,4%
	Somewhat Influential	Count	1
		% within Country	1,7%
	Normal	Count	1
		% within Country	1,7%
	Little influential	Count	0
% within Country		,0%	
Not influential	Count	1	
	% within Country	1,7%	
Not stated	Count	2	
	% within Country	3,4%	
Total	Count	58	
	% within Country	100,0%	

**SA.90 Influence of Unions (Managers)**

			South Africa
Influence of Unions	Very influential	Count	4
		% within Country	6,9%
	Somewhat Influential	Count	6
		% within Country	10,3%
	Normal	Count	3
		% within Country	5,2%
	Little influential	Count	4
% within Country		6,9%	
Not influential	Count	40	
	% within Country	69,0%	
Not stated	Count	1	
	% within Country	1,7%	
Total	Count	58	
	% within Country	100,0%	

**SA.91 Influence of Workers (Managers)**

			South Africa
Influence of Workers	Very influential	Count	46
		% within Country	79,3%
	Somewhat Influential	Count	5
		% within Country	8,6%
	Normal	Count	5
		% within Country	8,6%
	Little influential	Count	0
% within Country		,0%	
Not influential	Count	1	
	% within Country	1,7%	
Not stated	Count	1	
	% within Country	1,7%	
Total	Count	58	
	% within Country	100,0%	

**SA.92 Influence of NGOs (Managers)**

			South Africa
Influence of NGOs	Very influential	Count	15
		% within Country	25,9%



	Somewhat Influential	Count	4
		% within Country	6,9%
	Normal	Count	1
		% within Country	1,7%
	Little influential	Count	2
		% within Country	3,4%
	Not influential	Count	36
		% within Country	62,1%
Total		Count	58
		% within Country	100,0%

#### SA.93 Influence of Local Community (Managers)

			South Africa
Influence of Local Community	Very influential	Count	10
		% within Country	17,2%
	Somewhat Influential	Count	5
		% within Country	8,6%
	Normal	Count	2
		% within Country	3,4%
	Little influential	Count	11
		% within Country	19,0%
	Not influential	Count	29
		% within Country	50,0%
	Not stated	Count	1
		% within Country	1,7%
Total		Count	58
		% within Country	100,0%

#### SA.94 Influence of International Actors (Managers)

			South Africa
Influence of International Actors	Very influential	Count	3
		% within Country	5,2%
	Somewhat Influential	Count	8
		% within Country	13,8%
	Normal	Count	0
		% within Country	,0%
	Little influential	Count	4
		% within Country	6,9%
	Not influential	Count	43
		% within Country	74,1%
	Not stated	Count	0
		% within Country	,0%
Total		Count	58
		% within Country	100,0%

**SA.95 Changes in Relations to Actors (Managers)**

			South Africa
Changes in Relations to Actors	yes	Count	32
		% within Country	55,2%
	No	Count	25
% within Country		43,1%	
Not stated	Count	1	
	% within Country	1,7%	
Total	Count	58	
	% within Country	100,0%	

**SA.96 Changes in Relations to Actors (Workers)**

		Changes in Relations to Actors			Total
		Yes	No	Not stated	
Total	Count	20	23	4	47
	% of Total	42,6%	48,9%	8,5%	100,0%

**SA.97 Changes in Relations to Actors in Future (Managers)**

			South Africa
Changes in Relations to Actors in Future	Yes	Count	41
		% within Country	71,9%
	No	Count	15
% within Country		26,3%	
Not stated	Count	1	
	% within Country	1,8%	
Total	Count	57	
	% within Country	100,0%	

**SA.98 Changes in Relations to Actors in Future (Workers)**

		Changes in Relations to Actors in Future			Total
		Yes	No	Not stated	
Total	Count	22	16	9	47
	% of Total	46,8%	34,0%	19,1%	100,0%

**SA.99 Development of CSR Practices - Physical Environment (Managers)**

			South Africa
Development of CSR Practices - Physical Environment	Substantial Increase	Count	20
		% within Country	40,0%
	Some increase	Count	18
		% within Country	36,0%
	Same	Count	11
		% within Country	22,0%
	Some decrease	Count	1
		% within Country	2,0%
Total	Count	50	
	% within Country	100,0%	

**SA.100 Development of CSR Practices - Working Environment/OHS (Managers)**

			South Africa
Development of CSR Practices - Working Environment/OHS	Substantial Increase	Count	10
		% within Country	20,0%
	Some increase	Count	11
		% within Country	22,0%
Same	Count	27	
	% within Country	54,0%	
Some decrease	Count	2	
	% within Country	4,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.101 Development of CSR Practices - Working Conditions (Managers)**

			South Africa
Development of CSR Practices - Working Conditions	Substantial Increase	Count	11
		% within Country	22,0%
	Some increase	Count	16
		% within Country	32,0%
Same	Count	23	
	% within Country	46,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.102 Development of Informal CSR Practices - Donations to Charity (Managers)**

			South Africa
Development of Informal CSR Practices - Donations to Charity	Substantial Increase	Count	3
		% within Country	6,0%
	Some increase	Count	12
		% within Country	24,0%
Same	Count	23	
	% within Country	46,0%	
Not stated	Count	12	
	% within Country	24,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.103 Development of Informal CSR Practices – Sportsclubs (Managers)**

			South Africa
Development of Informal CSR Practices – Sportsclubs	Substantial Increase	Count	1
		% within Country	2,0%
	Some increase	Count	9
		% within Country	18,0%
Same	Count	13	
	% within Country	26,0%	
Not stated	Count	27	
	% within Country	54,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.104 Development of Informal CSR Practices - Churches/Temples (Managers)**

			South Africa
Development of Informal CSR Practices - Churches/Temples	Substantial Increase	Count	2
		% within Country	4,0%
	Some increase	Count	10
		% within Country	20,0%
Same	Count	18	
	% within Country	36,0%	
Not stated	Count	20	
	% within Country	40,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.105 Development of Informal CSR Practices – Other (Managers)**

			South Africa
Development of Informal CSR Practices - Other	Substantial Increase	Count	5
		% within Country	10,0%
	Some increase	Count	7
		% within Country	14,0%
	Same	Count	4
		% within Country	8,0%
Some decrease	Count	1	
	% within Country	2,0%	
Not stated	Count	33	
	% within Country	66,0%	
Total	Count	50	
	% within Country	100,0%	

**SA.106 Pressure of Clients (Managers)**

			South Africa
Pressure of Clients	yes	Count	29
		% within Country	50,0%
	no	Count	27
		% within Country	46,6%
	Not stated	Count	2
		% within Country	3,4%
Total	Count	58	
	% within Country	100,0%	

**SA.107 Pressure from Clients by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Pressure from Clients	yes	Count	10	9	10	29
		% within Sector	58,8%	42,9%	50,0%	50,0%
	no	Count	7	11	9	27
		% within Sector	41,2%	52,4%	45,0%	46,6%
	Not stated	Count	0	1	1	2
		% within Sector	,0%	4,8%	5,0%	3,4%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.108 Pressure from Clients (Workers)**

		Pressure Clients				Total
		Yes	No	Not stated	not sure	
Total	Count	5	23	1	18	47
	% within Country	10,6%	48,9%	2,1%	38,3%	100,0%

**SA.109 Pressure from Clients by Sector (Workers)**

			Pressure from Clients				Total
			Yes	No	Not stated	not sure	
Sector	Agroprocessing	Count	2	5	1	5	13
		% within Pressure	40,0%	21,7%	100,0%	27,8%	27,7%
	Textiles, clothing and footwear	Count	2	8	0	10	20
		% within Pressure	40,0%	34,8%	,0%	55,6%	42,6%
	Hotels/Tourism	Count	1	10	0	3	14
		% within Pressure	20,0%	43,5%	,0%	16,7%	29,8%
Total	Count	5	23	1	18	47	
	% within Pressure	100,0%	100,0%	100,0%	100,0%	100,0%	

**SA.110 Influence of Government by sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Government	Very influential	Count	3	4	5	12
		% within Sector	17,6%	19,0%	25,0%	20,7%
	Somewhat Influential	Count	1	3	3	7
		% within Sector	5,9%	14,3%	15,0%	12,1%
	Normal	Count	4	1	0	5
		% within Sector	23,5%	4,8%	,0%	8,6%
	Little influential	Count	5	1	3	9
		% within Sector	29,4%	4,8%	15,0%	15,5%
	Not influential	Count	3	12	8	23
		% within Sector	17,6%	57,1%	40,0%	39,7%
	Not stated	Count	1	0	1	2
		% within Sector	5,9%	,0%	5,0%	3,4%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.111 Influence of Suppliers by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Suppliers	Very influential	Count	14	19	6	39
		% within Sector	82,4%	90,5%	30,0%	67,2%
	Somewhat Influential	Count	1	0	3	4
		% within Sector	5,9%	,0%	15,0%	6,9%
	Normal	Count	0	1	2	3
		% within Sector	,0%	4,8%	10,0%	5,2%
Little influential	Count	1	0	5	6	
	% within Sector	5,9%	,0%	25,0%	10,3%	
Not influential	Count	1	1	4	6	
	% within Sector	5,9%	4,8%	20,0%	10,3%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.112 Influence of Customers by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Customers	Very influential	Count	14	19	20	53
		% within Sector	82,4%	90,5%	100,0%	91,4%
	Somewhat Influential	Count	1	0	0	1
		% within Sector	5,9%	,0%	,0%	1,7%
	Normal	Count	1	0	0	1
		% within Sector	5,9%	,0%	,0%	1,7%
Not influential	Count	0	1	0	1	
	% within Sector	,0%	4,8%	,0%	1,7%	
Not stated	Count	1	1	0	2	
	% within Sector	5,9%	4,8%	,0%	3,4%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.113 Influence of Unions by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Unions	Very influential	Count	0	4	0	4
		% within Sector	,0%	19,0%	,0%	6,9%
	Somewhat Influential	Count	2	4	0	6
		% within Sector	11,8%	19,0%	,0%	10,3%
	Normal	Count	1	1	1	3
		% within Sector	5,9%	4,8%	5,0%	5,2%
Little influential	Count	1	3	0	4	
	% within Sector	5,9%	14,3%	,0%	6,9%	
Not influential	Count	13	8	19	40	
	% within Sector	76,5%	38,1%	95,0%	69,0%	
Not stated	Count	0	1	0	1	
	% within Sector	,0%	4,8%	,0%	1,7%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.114 Influence of Workers by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	

Influence of Workers	Very influential	Count	12	17	17	46
		% within Sector	70,6%	81,0%	85,0%	79,3%
	Somewhat Influential	Count	1	1	3	5
		% within Sector	5,9%	4,8%	15,0%	8,6%
	Normal	Count	4	1	0	5
	% within Sector	23,5%	4,8%	,0%	8,6%	
Not influential	Count	0	1	0	1	
	% within Sector	,0%	4,8%	,0%	1,7%	
Not stated	Count	0	1	0	1	
	% within Sector	,0%	4,8%	,0%	1,7%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.115 Influence of NGOs by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of NGOs	Very influential	Count	1	4	10	15
		% within Sector	5,9%	19,0%	50,0%	25,9%
	Somewhat Influential	Count	0	1	3	4
		% within Sector	,0%	4,8%	15,0%	6,9%
	Normal	Count	0	0	1	1
		% within Sector	,0%	,0%	5,0%	1,7%
Little influential	Count	0	1	1	2	
	% within Sector	,0%	4,8%	5,0%	3,4%	
Not influential	Count	16	15	5	36	
	% within Sector	94,1%	71,4%	25,0%	62,1%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.116 Influence of Local Community by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Local Community	Very influential	Count	3	2	5	10
		% within Sector	17,6%	9,5%	25,0%	17,2%
	Somewhat Influential	Count	0	1	4	5
		% within Sector	,0%	4,8%	20,0%	8,6%
	Normal	Count	1	0	1	2
		% within Sector	5,9%	,0%	5,0%	3,4%
Little influential	Count	4	4	3	11	
	% within Sector	23,5%	19,0%	15,0%	19,0%	
Not influential	Count	9	14	6	29	
	% within Sector	52,9%	66,7%	30,0%	50,0%	
Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,0%	1,7%	
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.117 Influence of International Actors by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of International Actors	Very influential	Count	2	1	0	3
		% within Sector	11,8%	4,8%	,0%	5,2%
	Somewhat Influential	Count	3	2	3	8
% within Sector		17,6%	9,5%	15,0%	13,8%	
Little influential	Count	2	0	2	4	

	% within Sector	11,8%	,0%	10,0%	6,9%
Not influential	Count	10	18	15	43
	% within Sector	58,8%	85,7%	75,0%	74,1%
Total	Count	17	21	20	58
	% within Sector	100,0%	100,0%	100,0%	100,0%



**SA.118 Certified Management System by Markets and Sector (Managers)**

Markets				Sector			Total
				Agro-processing	Textiles	Hotels/ Tourism	
Local (ward, city/metro, province)	Certified Management System (CMS)	yes	Count	1	0		1
			% within CMS	100,0%	,0%		100,0%
			% within Sector	50,0%	,0%		10,0%
		No	Count	1	8		9
			% within CMS	11,1%	88,9%		100,0%
			% within Sector	50,0%	100,0%		90,0%
	Total		Count	2	8		10
			% within CMS	20,0%	80,0%		100,0%
			% within Sector	100,0%	100,0%		100,0%
National	Certified Management System	yes	Count	2	0		2
			% within CMS	100,0%	,0%		100,0%
			% within Sector	100,0%	,0%		40,0%
		No	Count	0	3		3
			% within CMS	,0%	100,0%		100,0%
			% within Sector	,0%	100,0%		60,0%
	Total		Count	2	3		5
			% within CMS	40,0%	60,0%		100,0%
			% within Sector	100,0%	100,0%		100,0%
Regional	Certified Management System	yes	Count		1		1
			% within CMS		100,0%		100,0%
			% within Sector		50,0%		50,0%
		No	Count		1		1
			% within CMS		100,0%		100,0%
			% within Sector		50,0%		50,0%
	Total		Count		2		2
			% within CMS		100,0%		100,0%
			% within Sector		100,0%		100,0%
Inter- national	Certified Management System	yes	Count	12	4	9	25
			% within CMS	48,0%	16,0%	36,0%	100,0%
			% within Sector	92,3%	50,0%	45,0%	61,0%
		No	Count	1	4	11	16
			% within CMS	6,3%	25,0%	68,8%	100,0%
			% within Sector	7,7%	50,0%	55,0%	39,0%
	Total		Count	13	8	20	41
			% within CMS	31,7%	19,5%	48,8%	100,0%
			% within Sector	100,0%	100,0%	100,0%	100,0%
Total	Certified Management System	yes	Count	15	5	9	29
			% within CMS	51,7%	17,2%	31,0%	100,0%
			% within Sector	88,2%	23,8%	45,0%	50,0%
		No	Count	2	16	11	29
			% within CMS	6,9%	55,2%	37,9%	100,0%
			% within Sector	11,8%	76,2%	55,0%	50,0%
	Total		Count	17	21	20	58
			% within CMS	29,3%	36,2%	34,5%	100,0%
			% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.119 Certified Management System by Markets and Size (Managers)**

Markets		Size		Total
		Small	Medium	

Local (ward, city/metro, province)	Certified Management System	yes	Count	0	1	1
			% within Certified Management System	,0%	100,0%	100,0%
		% within Size	,0%	25,0%	10,0%	
	No		Count	6	3	9
		% within Certified Management System	66,7%	33,3%	100,0%	
		% within Size	100,0%	75,0%	90,0%	
	Total		Count	6	4	10
			% within Certified Management System	60,0%	40,0%	100,0%
			% within Size	100,0%	100,0%	100,0%
National	Certified Management System	yes	Count		2	2
			% within Certified Management System		100,0%	100,0%
		% within Size		40,0%	40,0%	
	No		Count		3	3
		% within Certified Management System		100,0%	100,0%	
		% within Size		60,0%	60,0%	
	Total		Count		5	5
			% within Certified Management System		100,0%	100,0%
			% within Size		100,0%	100,0%
Regional	Certified Management System	yes	Count		1	1
			% within Certified Management System		100,0%	100,0%
		% within Size		50,0%	50,0%	
	No		Count		1	1
		% within Certified Management System		100,0%	100,0%	
		% within Size		50,0%	50,0%	
	Total		Count		2	2
			% within Certified Management System		100,0%	100,0%
			% within Size		100,0%	100,0%
International	Certified Management System	yes	Count	8	17	25
			% within Certified Management System	32,0%	68,0%	100,0%
		% within Size	47,1%	70,8%	61,0%	
	No		Count	9	7	16
		% within Certified Management System	56,3%	43,8%	100,0%	
		% within Size	52,9%	29,2%	39,0%	
	Total		Count	17	24	41
			% within Certified Management System	41,5%	58,5%	100,0%
			% within Size	100,0%	100,0%	100,0%
Total	Certified Management System	yes	Count	8	21	29
			% within Certified Management System	27,6%	72,4%	100,0%
		% within Size	34,8%	60,0%	50,0%	
	No		Count	15	14	29
		% within Certified Management System	51,7%	48,3%	100,0%	
		% within Size	65,2%	40,0%	50,0%	
	Total		Count	23	35	58
			% within Certified Management System	39,7%	60,3%	100,0%
			% within Size	100,0%	100,0%	100,0%

#### SA.120 Codes of Conduct by Markets and Sector (Managers)

Markets				Sector			Total
				Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Local (ward, city/metro, province)	Codes of Conduct	yes	Count	1	4		5
			% within Codes of Conduct	20,0%	80,0%		100,0%
			% within Sector	50,0%	50,0%		50,0%
	No		Count	1	4		5

			% within Codes of Conduct	20,0%	80,0%		100,0%
			% within Sector	50,0%	50,0%		50,0%
	Total		Count	2	8		10
			% within Codes of Conduct	20,0%	80,0%		100,0%
			% within Sector	100,0%	100,0%		100,0%
National	Codes of Conduct	yes	Count	2	2		4
			% within Codes of Conduct	50,0%	50,0%		100,0%
			% within Sector	100,0%	66,7%		80,0%
	No	Count	0	1		1	
		% within Codes of Conduct	,0%	100,0%		100,0%	
		% within Sector	,0%	33,3%		20,0%	
Total	Count	2	3		5		
	% within Codes of Conduct	40,0%	60,0%		100,0%		
	% within Sector	100,0%	100,0%		100,0%		
Regional	Codes of Conduct	yes	Count		2		2
			% within Codes of Conduct		100,0%		100,0%
			% within Sector		100,0%		100,0%
	Total	Count		2		2	
	% within Codes of Conduct		100,0%		100,0%		
	% within Sector		100,0%		100,0%		
International	Codes of Conduct	yes	Count	10	8	11	29
			% within Codes of Conduct	34,5%	27,6%	37,9%	100,0%
			% within Sector	76,9%	100,0%	55,0%	70,7%
	No	Count	3	0	8	11	
		% within Codes of Conduct	27,3%	,0%	72,7%	100,0%	
		% within Sector	23,1%	,0%	40,0%	26,8%	
	Not stated	Count	0	0	1	1	
		% within Codes of Conduct	,0%	,0%	100,0%	100,0%	
		% within Sector	,0%	,0%	5,0%	2,4%	
Total	Count	13	8	20	41		
	% within Codes of Conduct	31,7%	19,5%	48,8%	100,0%		
	% within Sector	100,0%	100,0%	100,0%	100,0%		
Total	Codes of Conduct	yes	Count	13	16	11	40
			% within Codes of Conduct	32,5%	40,0%	27,5%	100,0%
			% within Sector	76,5%	76,2%	55,0%	69,0%
	No	Count	4	5	8	17	
		% within Codes of Conduct	23,5%	29,4%	47,1%	100,0%	
		% within Sector	23,5%	23,8%	40,0%	29,3%	
	Not stated	Count	0	0	1	1	
		% within Codes of Conduct	,0%	,0%	100,0%	100,0%	
		% within Sector	,0%	,0%	5,0%	1,7%	
	Total	Count	17	21	20	58	
		% within Codes of Conduct	29,3%	36,2%	34,5%	100,0%	
		% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.121 Codes of Conduct by Markets and Size (Managers)

Markets				Size		Total
				Small	Medium	
Local (ward, city/metro, province)	Codes of Conduct	yes	Count	2	3	5
			% within Codes of Conduct	40,0%	60,0%	100,0%
			% within Size	33,3%	75,0%	50,0%
	No	Count	4	1	5	
		% within Codes of Conduct	80,0%	20,0%	100,0%	
		% within Size	66,7%	25,0%	50,0%	
Total	Count	6	4	10		
	% within Codes of Conduct	60,0%	40,0%	100,0%		
	% within Size	100,0%	100,0%	100,0%		
National	Codes of Conduct	yes	Count		4	4
			% within Codes of Conduct		100,0%	100,0%

		% within Size		80,0%	80,0%
	No	Count		1	1
		% within Codes of Conduct		100,0%	100,0%
		% within Size		20,0%	20,0%
	Total	Count		5	5
		% within Codes of Conduct		100,0%	100,0%
		% within Size		100,0%	100,0%
Regional	Codes of Conduct	yes	Count	2	2
			% within Codes of Conduct	100,0%	100,0%
			% within Size	100,0%	100,0%
	Total	Count		2	2
		% within Codes of Conduct		100,0%	100,0%
		% within Size		100,0%	100,0%
International	Codes of Conduct	yes	Count	8	21
			% within Codes of Conduct	27,6%	72,4%
			% within Size	47,1%	87,5%
	No	Count		8	3
		% within Codes of Conduct		72,7%	27,3%
		% within Size		47,1%	12,5%
	Not stated	Count		1	0
		% within Codes of Conduct		100,0%	,0%
		% within Size		5,9%	,0%
	Total	Count		17	24
		% within Codes of Conduct		41,5%	58,5%
		% within Size		100,0%	100,0%
Total	Codes of Conduct	yes	Count	10	30
			% within Codes of Conduct	25,0%	75,0%
			% within Size	43,5%	85,7%
	No	Count		12	5
		% within Codes of Conduct		70,6%	29,4%
		% within Size		52,2%	14,3%
	Not stated	Count		1	0
		% within Codes of Conduct		100,0%	,0%
		% within Size		4,3%	,0%
	Total	Count		23	35
		% within Codes of Conduct		39,7%	60,3%
		% within Size		100,0%	100,0%

#### SA.122 Produce CSR Report by Markets and Sector (Managers)

Markets				Sector			Total
				Agro-processing	Textiles	Hotels/ Tourism	
Local (ward, city/metro, province)	Produce CSR Report	yes	Count	1	1		2
			% within Report	50,0%	50,0%		100,0%
			% within Sector	50,0%	12,5%		20,0%
	No	Count	1	6		7	
		% within Report	14,3%	85,7%		100,0%	
		% within Sector	50,0%	75,0%		70,0%	
	Not stated	Count	0	1		1	
		% within Report	,0%	100,0%		100,0%	
		% within Sector	,0%	12,5%		10,0%	
Total	Count	2	8		10		
	% within Report	20,0%	80,0%		100,0%		
	% within Sector	100,0%	100,0%		100,0%		
National	Produce CSR Report	yes	Count	2	0		2
			% within Report	100,0%	,0%		100,0%
		% within Sector	100,0%	,0%		40,0%	
	No	Count	0	3		3	

			% within Report	,0%	100,0%		100,0%
			% within Sector	,0%	100,0%		60,0%
	Total		Count	2	3		5
			% within Report	40,0%	60,0%		100,0%
			% within Sector	100,0%	100,0%		100,0%
Regional	Produce CSR Report	No	Count		2		2
			% within Report		100,0%		100,0%
			% within Sector		100,0%		100,0%
	Total		Count		2		2
			% within Report		100,0%		100,0%
			% within Sector		100,0%		100,0%
International	Produce CSR Report	yes	Count	5	3	5	13
			% within Report	38,5%	23,1%	38,5%	100,0%
			% within Sector	38,5%	37,5%	25,0%	31,7%
		No	Count	8	5	15	28
			% within Report	28,6%	17,9%	53,6%	100,0%
			% within Sector	61,5%	62,5%	75,0%	68,3%
	Total		Count	13	8	20	41
			% within Report	31,7%	19,5%	48,8%	100,0%
			% within Sector	100,0%	100,0%	100,0%	100,0%
Total	Produce CSR Report	yes	Count	8	4	5	17
			% within Report	47,1%	23,5%	29,4%	100,0%
			% within Sector	47,1%	19,0%	25,0%	29,3%
		No	Count	9	16	15	40
			% within Report	22,5%	40,0%	37,5%	100,0%
			% within Sector	52,9%	76,2%	75,0%	69,0%
		Not stated	Count	0	1	0	1
			% within Report	,0%	100,0%	,0%	100,0%
			% within Sector	,0%	4,8%	,0%	1,7%
	Total		Count	17	21	20	58
			% within Report	29,3%	36,2%	34,5%	100,0%
			% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.123 Produce CSR Report by Markets and Size (Managers)**

Markets				Size		Total
				Small	Medium	
Local (ward, city/metro, province)	Produce CSR Report	Yes	Count	0	2	2
			% within Report	,0%	100,0%	100,0%
			% within Size	,0%	50,0%	20,0%
	No	Count	5	2	7	
		% within Report	71,4%	28,6%	100,0%	
		% within Size	83,3%	50,0%	70,0%	
Not stated	Count	1	0	1		
	% within Report	100,0%	,0%	100,0%		
	% within Size	16,7%	,0%	10,0%		
Total			Count	6	4	10
			% within Report	60,0%	40,0%	100,0%
			% within Size	100,0%	100,0%	100,0%
National	Produce CSR Report	Yes	Count		2	2
			% within Report		100,0%	100,0%
	No	Count		3	3	
		% within Report		100,0%	100,0%	
	Total			Count	5	5
			% within Report	100,0%	100,0%	
			% within Size	100,0%	100,0%	
Regional	Produce CSR Report	No	Count		2	2
			% within Report		100,0%	100,0%
	Total			Count	2	2
			% within Report	100,0%	100,0%	
			% within Size	100,0%	100,0%	
International	Produce CSR Report	Yes	Count	3	10	13
			% within Report	23,1%	76,9%	100,0%
			% within Size	17,6%	41,7%	31,7%
	No	Count	14	14	28	
		% within Report	50,0%	50,0%	100,0%	
		% within Size	82,4%	58,3%	68,3%	
Total			Count	17	24	41
			% within Report	41,5%	58,5%	100,0%
			% within Size	100,0%	100,0%	100,0%
Total	Produce CSR Report	yes	Count	3	14	17
			% within Report	17,6%	82,4%	100,0%
			% within Size	13,0%	40,0%	29,3%
	No	Count	19	21	40	
		% within Report	47,5%	52,5%	100,0%	
		% within Size	82,6%	60,0%	69,0%	
	Not stated	Count	1	0	1	
% within Report		100,0%	,0%	100,0%		
% within Size		4,3%	,0%	1,7%		
Total			Count	23	35	58
			% within Report	39,7%	60,3%	100,0%
			% within Size	100,0%	100,0%	100,0%

**SA.124 Certified Management System by Age and Sector (Maangers)**

Age (Years of establishment)				Sector			Total
				Agro-processing	Textiles	Hotels/ Tourism	
Below 10 years	Certified Management System	yes	Count	2	1	5	8
			% within Sector	66,7%	11,1%	38,5%	32,0%
	No	Count	1	8	8	17	
		% within Sector	33,3%	88,9%	61,5%	68,0%	
Total			Count	3	9	13	25
			% within Sector	100,0%	100,0%	100,0%	100,0%
Above 10 years	Certified Management System	yes	Count	13	4	4	21
			% within Sector	92,9%	33,3%	57,1%	63,6%
	No	Count	1	8	3	12	
		% within Sector	7,1%	66,7%	42,9%	36,4%	
Total			Count	14	12	7	33
			% within Sector	100,0%	100,0%	100,0%	100,0%
Total	Certified Management System	yes	Count	15	5	9	29
			% within Sector	88,2%	23,8%	45,0%	50,0%
	No	Count	2	16	11	29	
		% within Sector	11,8%	76,2%	55,0%	50,0%	
Total			Count	17	21	20	58
			% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.125 Certified Management System by Age and Size (Managers)**

Age (Years of establishment)				Size		Total
				Small	Medium	
Below 10 years	Certified Management System	yes	Count	4	4	8
			% within Size	26,7%	40,0%	32,0%
	No	Count	11	6	17	
		% within Size	73,3%	60,0%	68,0%	
Total			Count	15	10	25
			% within Size	100,0%	100,0%	100,0%
Above 10 years	Certified Management System	yes	Count	4	17	21
			% within Size	50,0%	68,0%	63,6%
	No	Count	4	8	12	
		% within Size	50,0%	32,0%	36,4%	
Total			Count	8	25	33
			% within Size	100,0%	100,0%	100,0%
Total	Certified Management System	yes	Count	8	21	29
			% within Size	34,8%	60,0%	50,0%
	No	Count	15	14	29	
		% within Size	65,2%	40,0%	50,0%	
Total			Count	23	35	58
			% within Size	100,0%	100,0%	100,0%

**SA.126 Codes of Conduct by Age and Sector (Managers)**

Age (Years of establishment)	Sector	Total
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				Agro-processing	Textiles	Hotels/ Tourism	
Below 10 years	Codes of Conduct	yes	Count	1	5	7	13
			% within Sector	33,3%	55,6%	53,8%	52,0%
		No	Count	2	4	5	11
		% within Sector	66,7%	44,4%	38,5%	44,0%	
	Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	7,7%	4,0%		
	Total		Count	3	9	13	25
			% within Sector	100,0%	100,0%	100,0%	100,0%
Above 10 years	Codes of Conduct	yes	Count	12	11	4	27
			% within Sector	85,7%	91,7%	57,1%	81,8%
		No	Count	2	1	3	6
		% within Sector	14,3%	8,3%	42,9%	18,2%	
	Total	Count	14	12	7	33	
	% within Sector	100,0%	100,0%	100,0%	100,0%		
Total	Codes of Conduct	yes	Count	13	16	11	40
			% within Sector	76,5%	76,2%	55,0%	69,0%
		No	Count	4	5	8	17
		% within Sector	23,5%	23,8%	40,0%	29,3%	
	Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,0%	1,7%		
	Total		Count	17	21	20	58
			% within Sector	100,0%	100,0%	100,0%	100,0%

#### SA.127 Codes of Conduct by Age and Size (Managers)

Age (Years of establishment)				Size		Total
				Small	Medium	
Below 10 years	Codes of Conduct	Yes	Count	5	8	13
			% within Size	33,3%	80,0%	52,0%
		No	Count	9	2	11
		% within Size	60,0%	20,0%	44,0%	
	Not stated	Count	1	0	1	
	% within Size	6,7%	,0%	4,0%		
	Total		Count	15	10	25
			% within Size	100,0%	100,0%	100,0%
Above 10 years	Codes of Conduct	Yes	Count	5	22	27
			% within Size	62,5%	88,0%	81,8%
		No	Count	3	3	6
		% within Size	37,5%	12,0%	18,2%	
	Total	Count	8	25	33	
	% within Size	100,0%	100,0%	100,0%		
Total	Codes of Conduct	Yes	Count	10	30	40
			% within Size	43,5%	85,7%	69,0%
		No	Count	12	5	17
		% within Size	52,2%	14,3%	29,3%	
	Not stated	Count	1	0	1	
	% within Size	4,3%	,0%	1,7%		
	Total		Count	23	35	58
			% within Size	100,0%	100,0%	100,0%

#### SA.128 Produce CSR Report by Age and Sector (Managers)

Age (Years of establishment)				Sector			Total
				Agro-processing	Textiles	Hotels/ Tourism	
Below 10 years	Produce CSR Report	yes	Count	0	2	2	4
			% within Sector	,0%	22,2%	15,4%	16,0%
		No	Count	3	7	11	21



			% within Sector	100,0%	77,8%	84,6%	84,0%
Total			Count	3	9	13	25
			% within Sector	100,0%	100,0%	100,0%	100,0%
Above 10 years	Produce CSR Report	yes	Count	8	2	3	13
			% within Sector	57,1%	16,7%	42,9%	39,4%
	No	Count	6	9	4	19	
		% within Sector	42,9%	75,0%	57,1%	57,6%	
	Not stated	Count	0	1	0	1	
		% within Sector	,0%	8,3%	,0%	3,0%	
Total			Count	14	12	7	33
			% within Sector	100,0%	100,0%	100,0%	100,0%
Total	Produce CSR Report	yes	Count	8	4	5	17
			% within Sector	47,1%	19,0%	25,0%	29,3%
	No	Count	9	16	15	40	
		% within Sector	52,9%	76,2%	75,0%	69,0%	
	Not stated	Count	0	1	0	1	
		% within Sector	,0%	4,8%	,0%	1,7%	
Total			Count	17	21	20	58
			% within Sector	100,0%	100,0%	100,0%	100,0%

#### SA.129 Produce CSR Report by Age and Size (Managers)

Age (Years of establishment)				Size		Total	
				Small	Medium		
Below 10 years	Produce CSR Report	Yes	Count	1	3	4	
			% within Size	6,7%	30,0%	16,0%	
	No	Count	14	7	21		
		% within Size	93,3%	70,0%	84,0%		
	Total			Count	15	10	25
				% within Size	100,0%	100,0%	100,0%
Above 10 years	Produce CSR Report	Yes	Count	2	11	13	
			% within Size	25,0%	44,0%	39,4%	
	No	Count	5	14	19		
		% within Size	62,5%	56,0%	57,6%		
	Not stated	Count	1	0	1		
		% within Size	12,5%	,0%	3,0%		
Total			Count	8	25	33	
			% within Size	100,0%	100,0%	100,0%	
Total	Produce CSR Report	Yes	Count	3	14	17	
			% within Size	13,0%	40,0%	29,3%	
	No	Count	19	21	40		
		% within Size	82,6%	60,0%	69,0%		
	Not stated	Count	1	0	1		
		% within Size	4,3%	,0%	1,7%		
Total			Count	23	35	58	
			% within Size	100,0%	100,0%	100,0%	

#### SA.130 Markets by Sector

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Markets	Local (ward, city/metro, province)	Count	2	8	0	10
		% within Sector	11,8%	38,1%	,0%	17,2%
	National	Count	2	3	0	5
		% within Sector	11,8%	14,3%	,0%	8,6%
	Regional	Count	0	2	0	2
		% within Sector	,0%	9,5%	,0%	3,4%
	International	Count	13	8	20	41

	% within Sector	76,5%	38,1%	100,0%	70,7%
Total	Count	17	21	20	58
	% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.131 Markets by Size**

			Size of Company		Total
			Small	Medium	
Markets	Local (ward, city/metro, province)	Count	6	4	10
		% within 3 Size of Company	26,1%	11,4%	17,2%
	National	Count	0	5	5
		% within 3 Size of Company	,0%	14,3%	8,6%
	Regional	Count	0	2	2
		% within 3 Size of Company	,0%	5,7%	3,4%
	International	Count	17	24	41
		% within 3 Size of Company	73,9%	68,6%	70,7%
Total	Count		23	35	58
	% within 3 Size of Company		100,0%	100,0%	100,0%

**SA.132 Size of Company by Sector**

			Size		Total
			Small	Medium	
Sector	Agroprocessing	Count	3	14	17
		% within Size	13,0%	40,0%	29,3%
	Textiles, clothing and footwear	Count	6	15	21
		% within Size	26,1%	42,9%	36,2%
	Hotels/Tourism	Count	14	6	20
		% within Size	60,9%	17,1%	34,5%
Total	Count		23	35	58
	% within Size		100,0%	100,0%	100,0%

**SA.133 heard of CSR? By Size (Workers)**

			Size of Company		Total
			Small	Medium	
Heard of CSR	Yes	Count	1	1	2
		% within Size of Company	5,3%	3,6%	4,3%
	No	Count	18	27	45
		% within Size of Company	94,7%	96,4%	95,7%
Total	Count		19	28	47
	% within Size of Company		100,0%	100,0%	100,0%

**SA.134 Types of Informal Assistance by Size (Managers)**

			Informal Assistance <sup>a</sup>					Total
			Loans	Sick/Parental Leave	Events, Celebration	Donations	Other	
Size	Small	Count	17	20	17	20	2	23
		% within Size	73,9%	87,0%	73,9%	87,0%	8,7%	
		% within \$InfAssistance	41,5%	37,0%	40,5%	40,0%	22,2%	
	Medium	Count	24	34	25	30	7	34
		% within Size	70,6%	100,0%	73,5%	88,2%	20,6%	
		% within \$InfAssistance	58,5%	63,0%	59,5%	60,0%	77,8%	
Total	Count		41	54	42	50	9	57

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**SA.135 Are Unions recognized? By Size (Managers)**

	Size	Total
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			Small	Medium	
Are Unions recognized?	yes	Count	5	25	30
		% within Size	21,7%	71,4%	51,7%
	No	Count	18	9	27
		% within Size	78,3%	25,7%	46,6%
	Not stated	Count	0	1	1
		% within Size	,0%	2,9%	1,7%
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

#### SA.136 Are Unions allowed on Premises? By Size (Managers)

			Size		Total
			Small	Medium	
Are Unions allowed on Premises?	yes	Count	11	29	40
		% within Size	47,8%	82,9%	69,0%
	Not stated	Count	12	6	18
		% within Size	52,2%	17,1%	31,0%
Total	Count	23	35	58	
	% within Size	100,0%	100,0%	100,0%	

#### SA.137 Are Unions recognized? By Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/Tourism	
Are Unions recognized?	yes	Count	10	15	5	30
		% within Sector	58,8%	71,4%	25,0%	51,7%
	No	Count	6	6	15	27
		% within Sector	35,3%	28,6%	75,0%	46,6%
	Not stated	Count	1	0	0	1
		% within Sector	5,9%	,0%	,0%	1,7%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.138 Are Unions allowed on Premises? By Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/Tourism	
Are Unions allowed on Premises?	yes	Count	13	17	10	40
		% within Sector	76,5%	81,0%	50,0%	69,0%
	Not stated	Count	4	4	10	18
		% within Sector	23,5%	19,0%	50,0%	31,0%
Total	Count	17	21	20	58	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.139 Development of Total Sales since 2006 – Relative (Managers)

			South Africa
Development of Total Sales since 2006 - Relative	More than 15%	Count	22
		% within Country	44,0%
	0,1-15%	Count	12
		% within Country	24,0%
	Same	Count	3
		% within Country	6,0%
	-0,1-15%	Count	8
		% within Country	16,0%
	More than -15%	Count	5
		% within Country	10,0%

Total	Count	50
	% within Country	100,0%

**SA.140 Development of Total Employees since 2006 – Relative (Managers)**

			South Africa
Development of Total Employees since 2006 – Relative	More than 15%	Count	18
		% within Country	36,0%
	0,1-15%	Count	11
		% within Country	22,0%
	Same	Count	14
		% within Country	28,0%
	-0,1-15%	Count	3
		% within Country	6,0%
	More than -15%	Count	4
		% within Country	8,0%
	Not stated	Count	0
		% within Country	,0%
Total		Count	50
		% within Country	100,0%

**SA.141 Development of Total Sales since 2006 - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Total Sales since 2006 - Relative	More than 15%	Count	4	12	6	22
		% within Development Sales	18,2%	54,5%	27,3%	100,0%
		% within Sector	30,8%	63,2%	33,3%	44,0%
	0,1-15%	Count	4	4	4	12
		% within Development Sales	33,3%	33,3%	33,3%	100,0%
		% within Sector	30,8%	21,1%	22,2%	24,0%
	Same	Count	1	0	2	3
		% within Development Sales	33,3%	,0%	66,7%	100,0%
		% within Sector	7,7%	,0%	11,1%	6,0%
	-0,1-15%	Count	4	1	3	8
		% within Development Sales	50,0%	12,5%	37,5%	100,0%
		% within Sector	30,8%	5,3%	16,7%	16,0%
	More than -15%	Count	0	2	3	5
		% within Development Sales	,0%	40,0%	60,0%	100,0%
		% within Sector	,0%	10,5%	16,7%	10,0%
Total	Count	13	19	18	50	
	% within Development Sales	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.142 Development of Total Employees since 2006 - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Total Employees since 2006 - Relative	More than 15%	Count	6	9	3	18
		% within Development Employees	33,3%	50,0%	16,7%	100,0%
		% within Sector	46,2%	47,4%	16,7%	36,0%
	0,1-15%	Count	2	4	5	11
		% within Development Employees	18,2%	36,4%	45,5%	100,0%
		% within Sector	15,4%	21,1%	27,8%	22,0%
	Same	Count	4	4	6	14
		% within Development Employees	28,6%	28,6%	42,9%	100,0%
		% within Sector	30,8%	21,1%	33,3%	28,0%
	-0,1-15%	Count	1	1	1	3
		% within Development Employees	33,3%	33,3%	33,3%	100,0%
		% within Sector	7,7%	5,3%	5,6%	6,0%
	More than -15%	Count	0	1	3	4
		% within Development Employees	,0%	25,0%	75,0%	100,0%
		% within Sector	,0%	5,3%	16,7%	8,0%
Total	Count	13	19	18	50	
	% within Development Employees	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.143 Impact CSER General by Sector (Managers)**

	Sector	Total

			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Impact CSER General	Substantial Increase	Count	1	0	1	2
		% within Impact CSER General	50,0%	,0%	50,0%	100,0%
		% within Sector	7,7%	,0%	5,6%	4,0%
	Some increase	Count	7	12	9	28
		% within Impact CSER General	25,0%	42,9%	32,1%	100,0%
		% within Sector	53,8%	63,2%	50,0%	56,0%
	Same	Count	5	7	7	19
		% within Impact CSER General	26,3%	36,8%	36,8%	100,0%
		% within Sector	38,5%	36,8%	38,9%	38,0%
	Not stated	Count	0	0	1	1
		% within Impact CSER General	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Impact CSER General	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.144 Impact CSER Sales by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Impact CSER Sales	Substantial Increase	Count	1	0	0	1
		% within Impact CSER Sales	100,0%	,0%	,0%	100,0%
		% within Sector	7,7%	,0%	,0%	2,0%
	Some increase	Count	6	6	8	20
		% within Impact CSER Sales	30,0%	30,0%	40,0%	100,0%
		% within Sector	46,2%	31,6%	44,4%	40,0%
	Same	Count	6	13	9	28
		% within Impact CSER Sales	21,4%	46,4%	32,1%	100,0%
		% within Sector	46,2%	68,4%	50,0%	56,0%
	Not stated	Count	0	0	1	1
		% within Impact CSER Sales	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Impact CSER Sales	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.145 Impact CSER Competitiveness by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	
Impact CSER Competitiveness	Substantial Increase	Count	1	0	0	1
		% within Impact CSER Competitiveness	100,0%	,0%	,0%	100,0%
		% within Sector	7,7%	,0%	,0%	2,0%
	Some increase	Count	6	12	7	25
		% within Impact CSER Competitiveness	24,0%	48,0%	28,0%	100,0%
		% within Sector	46,2%	63,2%	38,9%	50,0%
	Same	Count	6	7	10	23
		% within Impact CSER Competitiveness	26,1%	30,4%	43,5%	100,0%
		% within Sector	46,2%	36,8%	55,6%	46,0%
	Not stated	Count	0	0	1	1
		% within Impact CSER Competitiveness	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Impact CSER Competitiveness	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.146 Development Physical Environment by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	
Development Physical Environment	Substantial Increase	Count	5	6	9	20
		% within Development	25,0%	30,0%	45,0%	100,0%
		% within Sector	38,5%	31,6%	50,0%	40,0%
	Some increase	Count	7	5	6	18
		% within Development	38,9%	27,8%	33,3%	100,0%
		% within Sector	53,8%	26,3%	33,3%	36,0%
	Same	Count	1	8	2	11
		% within Development	9,1%	72,7%	18,2%	100,0%
		% within Sector	7,7%	42,1%	11,1%	22,0%
	Some decrease	Count	0	0	1	1
		% within Development	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Development	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.147 Development Working Environment/OHS by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/Tourism	
Development Working Environment/OHS	Substantial Increase	Count	5	3	2	10
		% within Development	50,0%	30,0%	20,0%	100,0%
		% within Sector	38,5%	15,8%	11,1%	20,0%
	Some increase	Count	5	6	0	11
		% within Development	45,5%	54,5%	,0%	100,0%
		% within Sector	38,5%	31,6%	,0%	22,0%
	Same	Count	3	8	16	27
		% within Development	11,1%	29,6%	59,3%	100,0%
		% within Sector	23,1%	42,1%	88,9%	54,0%
	Some decrease	Count	0	2	0	2
		% within Development	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	10,5%	,0%	4,0%
Total	Count	13	19	18	50	
	% within Development	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.148 Development Working Conditions by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/Tourism	
Development Working Conditions	Substantial Increase	Count	4	4	3	11
		% within Development	36,4%	36,4%	27,3%	100,0%
		% within Sector	30,8%	21,1%	16,7%	22,0%
	Some increase	Count	4	6	6	16
		% within Development	25,0%	37,5%	37,5%	100,0%
		% within Sector	30,8%	31,6%	33,3%	32,0%
	Same	Count	5	9	9	23
		% within Development	21,7%	39,1%	39,1%	100,0%
		% within Sector	38,5%	47,4%	50,0%	46,0%
	Total	Count	13	19	18	50
		% within Development	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%



**SA.149 Water Use since 2006 by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Water Use since 2006	More than 15%	Count	5	4	4	13
		% within Water Use since 2006	38,5%	30,8%	30,8%	100,0%
		% within Sector	38,5%	21,1%	22,2%	26,0%
0,1-15%	Count	Count	3	3	4	10
		% within Water Use since 2006	30,0%	30,0%	40,0%	100,0%
		% within Sector	23,1%	15,8%	22,2%	20,0%
Same	Count	Count	1	9	4	14
		% within Water Use since 2006	7,1%	64,3%	28,6%	100,0%
		% within Sector	7,7%	47,4%	22,2%	28,0%
-0,1-15%	Count	Count	2	2	4	8
		% within Water Use since 2006	25,0%	25,0%	50,0%	100,0%
		% within Sector	15,4%	10,5%	22,2%	16,0%
More than -15%	Count	Count	2	1	2	5
		% within Water Use since 2006	40,0%	20,0%	40,0%	100,0%
		% within Sector	15,4%	5,3%	11,1%	10,0%
Total	Count	Count	13	19	18	50
		% within Water Use since 2006	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.150 Energy Use since 2006 by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	
Energy Use since 2006	More than 15%	Count	4	6	5	15
		% within Energy Use since 2006	26,7%	40,0%	33,3%	100,0%
		% within Sector	30,8%	31,6%	27,8%	30,0%
0,1-15%	Count	Count	3	6	3	12
		% within Energy Use since 2006	25,0%	50,0%	25,0%	100,0%
		% within Sector	23,1%	31,6%	16,7%	24,0%
Same	Count	Count	3	5	3	11
		% within Energy Use since 2006	27,3%	45,5%	27,3%	100,0%
		% within Sector	23,1%	26,3%	16,7%	22,0%
-0,1-15%	Count	Count	3	1	6	10
		% within Energy Use since 2006	30,0%	10,0%	60,0%	100,0%
		% within Sector	23,1%	5,3%	33,3%	20,0%
More than -15%	Count	Count	0	1	1	2
		% within Energy Use since 2006	,0%	50,0%	50,0%	100,0%
		% within Sector	,0%	5,3%	5,6%	4,0%
Total	Count	Count	13	19	18	50
		% within Energy Use since 2006	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.151 Waste since 2006 by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing, footwear	Hotels/ Tourism	
Waste since 2006	More than 15%	Count	0	1	0	1
		% within Waste since 2006	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	5,3%	,0%	2,0%
	0,1-15%	Count	5	6	4	15
		% within Waste since 2006	33,3%	40,0%	26,7%	100,0%
		% within Sector	38,5%	31,6%	22,2%	30,0%
	Same	Count	4	9	7	20
		% within Waste since 2006	20,0%	45,0%	35,0%	100,0%
		% within Sector	30,8%	47,4%	38,9%	40,0%
	-0,1-15%	Count	3	3	5	11
		% within Waste since 2006	27,3%	27,3%	45,5%	100,0%
		% within Sector	23,1%	15,8%	27,8%	22,0%
	More than - 15%	Count	1	0	2	3
		% within Waste since 2006	33,3%	,0%	66,7%	100,0%
		% within Sector	7,7%	,0%	11,1%	6,0%
Total	Count	13	19	18	50	
	% within Waste since 2006	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.152 Development of Informal CSR Practices - Donations to Charity by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Informal CSR Practices - Donations to Charity	Substantial Increase	Count	0	1	2	3
		% within Development Charity	,0%	33,3%	66,7%	100,0%
		% within Sector	,0%	5,3%	11,1%	6,0%
	Some increase	Count	5	7	0	12
		% within Development Charity	41,7%	58,3%	,0%	100,0%
		% within Sector	38,5%	36,8%	,0%	24,0%
	Same	Count	6	7	10	23
		% within Development Charity	26,1%	30,4%	43,5%	100,0%
		% within Sector	46,2%	36,8%	55,6%	46,0%
	Not stated	Count	2	4	6	12
		% within Development Charity	16,7%	33,3%	50,0%	100,0%
		% within Sector	15,4%	21,1%	33,3%	24,0%
	Total	Count	13	19	18	50
		% within Development Charity	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.153 Development of Informal CSR Practices - Sportsclubs by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Informal CSR Practices - Sportsclubs	Substantial Increase	Count	0	0	1	1
		% within Development Sportsclubs	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
	Some increase	Count	4	3	2	9
		% within Development Sportsclubs	44,4%	33,3%	22,2%	100,0%
		% within Sector	30,8%	15,8%	11,1%	18,0%
	Same	Count	4	5	4	13
		% within Development Sportsclubs	30,8%	38,5%	30,8%	100,0%
		% within Sector	30,8%	26,3%	22,2%	26,0%
	Not stated	Count	5	11	11	27
		% within Development Sportsclubs	18,5%	40,7%	40,7%	100,0%
		% within Sector	38,5%	57,9%	61,1%	54,0%
Total	Count	13	19	18	50	
	% within Development Sportsclubs	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.154 Development of Informal CSR Practices - Churches/Temples by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Informal CSR Practices - Churches/Temples	Substantial Increase	Count	0	1	1	2
		% within Development Churches/Temples	,0%	50,0%	50,0%	100,0%
		% within Sector	,0%	5,3%	5,6%	4,0%
	Some increase	Count	4	5	1	10
		% within Development Churches/Temples	40,0%	50,0%	10,0%	100,0%
		% within Sector	30,8%	26,3%	5,6%	20,0%
	Same	Count	6	6	6	18
		% within Development Churches/Temples	33,3%	33,3%	33,3%	100,0%
		% within Sector	46,2%	31,6%	33,3%	36,0%
	Not stated	Count	3	7	10	20
		% within Development Churches/Temples	15,0%	35,0%	50,0%	100,0%
		% within Sector	23,1%	36,8%	55,6%	40,0%
Total	Count	13	19	18	50	
	% within Development Churches/Temples	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.155 Development of Informal CSR Practices – Other by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Informal CSR Practices – Other	Substantial Increase	Count	2	2	1	5
		% within Development Other	40,0%	40,0%	20,0%	100,0%
		% within Sector	15,4%	10,5%	5,6%	10,0%
	Some increase	Count	2	3	2	7
		% within Development Other	28,6%	42,9%	28,6%	100,0%
		% within Sector	15,4%	15,8%	11,1%	14,0%
	Same	Count	1	2	1	4
		% within Development Other	25,0%	50,0%	25,0%	100,0%
		% within Sector	7,7%	10,5%	5,6%	8,0%
	Some decrease	Count	0	1	0	1
		% within Development Other	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	5,3%	,0%	2,0%
Not stated	Count	8	11	14	33	
	% within Development Other	24,2%	33,3%	42,4%	100,0%	
	% within Sector	61,5%	57,9%	77,8%	66,0%	
Total	Count	13	19	18	50	
	% within Development Other	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.156 Development of Provision of Loans - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing, footwear	Hotels/ Tourism	
Development of Provision of Loans – Relative	Substantial Increase	Count	1	0	0	1
		% within Development Loans	100,0%	,0%	,0%	100,0%
		% within Sector	7,7%	,0%	,0%	2,0%
	Some increase	Count	2	4	2	8
		% within Development Loans	25,0%	50,0%	25,0%	100,0%
		% within Sector	15,4%	21,1%	11,1%	16,0%
	Same	Count	5	8	9	22
		% within Development Loans	22,7%	36,4%	40,9%	100,0%
		% within Sector	38,5%	42,1%	50,0%	44,0%
	Some decrease	Count	2	0	1	3
		% within Development Loans	66,7%	,0%	33,3%	100,0%
		% within Sector	15,4%	,0%	5,6%	6,0%
	Substantial decrease	Count	1	3	1	5
		% within Development Loans	20,0%	60,0%	20,0%	100,0%
		% within Sector	7,7%	15,8%	5,6%	10,0%
	Not stated	Count	2	4	5	11
		% within Development Loans	18,2%	36,4%	45,5%	100,0%
		% within Sector	15,4%	21,1%	27,8%	22,0%
Total	Count	13	19	18	50	
	% within Development Loans	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.157 Development of Allowance of Sick Leave - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Allowance of Sick Leave - Relative	Substantial Increase	Count	0	1	0	1
		% within Development Sick Leave	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	5,3%	,0%	2,0%
	Some increase	Count	2	3	1	6
		% within Development Sick Leave	33,3%	50,0%	16,7%	100,0%
		% within Sector	15,4%	15,8%	5,6%	12,0%
	Same	Count	11	12	17	40
		% within Development Sick Leave	27,5%	30,0%	42,5%	100,0%
		% within Sector	84,6%	63,2%	94,4%	80,0%
	Some decrease	Count	0	2	0	2
		% within Development Sick Leave	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	10,5%	,0%	4,0%
Not stated	Count	0	1	0	1	
	% within Development Sick Leave	,0%	100,0%	,0%	100,0%	
	% within Sector	,0%	5,3%	,0%	2,0%	
Total	Count	13	19	18	50	
	% within Development Sick Leave	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.158 Development of Donations of Books - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Donations of Books - Relative	Substantial Increase	Count	1	2	0	3
		% within Development Books	33,3%	66,7%	,0%	100,0%
		% within Sector	7,7%	10,5%	,0%	6,0%
	Some increase	Count	3	2	6	11
		% within Development Books	27,3%	18,2%	54,5%	100,0%
		% within Sector	23,1%	10,5%	33,3%	22,0%
	Same	Count	4	12	8	24
		% within Development Books	16,7%	50,0%	33,3%	100,0%
		% within Sector	30,8%	63,2%	44,4%	48,0%
	Not stated	Count	5	3	4	12
		% within Development Books	41,7%	25,0%	33,3%	100,0%
		% within Sector	38,5%	15,8%	22,2%	24,0%
Total	Count	13	19	18	50	
	% within Development Books	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.159 Development of Donations of Money - Relative by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Development of Donations of Money – Relative	Substantial Increase	Count	1	2	1	4
		% within Development Donations Money	25,0%	50,0%	25,0%	100,0%
		% within Sector	7,7%	10,5%	5,6%	8,0%
	Some increase	Count	3	3	2	8
		% within Development Donations Money	37,5%	37,5%	25,0%	100,0%
		% within Sector	23,1%	15,8%	11,1%	16,0%
	Same	Count	6	3	3	12
		% within Development Donations Money	50,0%	25,0%	25,0%	100,0%
		% within Sector	46,2%	15,8%	16,7%	24,0%
	Substantial decrease	Count	0	0	1	1
		% within Development Donations Money	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Not stated	Count	3	11	11	25	
	% within Development Donations Money	12,0%	44,0%	44,0%	100,0%	
	% within Sector	23,1%	57,9%	61,1%	50,0%	
Total	Count	13	19	18	50	
	% within Development Donations Money	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.160 Most Important Area to Efficiency by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Most Important Factors for Efficiency <sup>a</sup>	Good relations customers	Count	8	6	13	27
		% within Sector	30,8%	15,8%	36,1%	
	Good relations suppliers	Count	4	3	2	9
		% within Sector	15,4%	7,9%	5,6%	
	Relations Employees	Count	5	12	13	30
		% within Sector	19,2%	31,6%	36,1%	
	Relation Unions	Count	0	1	0	1
		% within Sector	,0%	2,6%	,0%	
	Good public Image	Count	1	0	3	4
		% within Sector	3,8%	,0%	8,3%	
	Making good products/services	Count	5	8	5	18
		% within Sector	19,2%	21,1%	13,9%	
Perserve the environment	Count	2	0	0	2	
	% within Sector	7,7%	,0%	,0%		
Perserve Working Environment	Count	0	3	0	3	
	% within Sector	,0%	7,9%	,0%		
Delivery on Time	Count	1	5	0	6	
	% within Sector	3,8%	13,2%	,0%		
<b>Total</b>	<b>Count</b>	<b>26</b>	<b>38</b>	<b>36</b>	<b>100</b>	

Percentages and totals are based on responses.

a. Group

**SA.161 Least Important Area to Efficiency (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	
Least Important Factors for Efficiency <sup>a</sup>	Good relations customers	Count	0	1	0	1
		% within Sector	,0%	2,6%	,0%	
	Good relations suppliers	Count	1	0	2	3
		% within Sector	3,8%	,0%	5,6%	
	Relations local community	Count	7	6	1	14
		% within Sector	26,9%	15,8%	2,8%	
	Relations government	Count	10	10	14	34
		% within Sector	38,5%	26,3%	38,9%	
	Relation Unions	Count	7	14	14	35
		% within Sector	26,9%	36,8%	38,9%	
	Good public Image	Count	0	4	0	4
		% within Sector	,0%	10,5%	,0%	
	Perserve the environment	Count	1	3	1	5
		% within Sector	3,8%	7,9%	2,8%	
Perserve Working Environment	Count	0	0	1	1	
	% within Sector	,0%	,0%	2,8%		
Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	2,8%		
Delivery on Time	Count	0	0	2	2	
	% within Sector	,0%	,0%	5,6%		
<b>Total</b>	<b>Count</b>	<b>26</b>	<b>38</b>	<b>36</b>	<b>100</b>	

Percentages and totals are based on responses.

a. Group

**SA.162 Most Important Area to Competitiveness by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	

Most Important Areas to Competitiveness <sup>a</sup>	Good relations customers	Count	6	5	12	23
		% within Sector	23,1%	13,2%	33,3%	
	Good relations suppliers	Count	2	3	1	6
		% within Sector	7,7%	7,9%	2,8%	
	Relations government	Count	0	1	0	1
		% within Sector	,0%	2,6%	,0%	
	Relations Employees	Count	3	3	7	13
		% within Sector	11,5%	7,9%	19,4%	
	Relation Unions	Count	0	1	0	1
		% within Sector	,0%	2,6%	,0%	
	Good public Image	Count	1	0	4	5
		% within Sector	3,8%	,0%	11,1%	
	Making good products/services	Count	10	14	8	32
		% within Sector	38,5%	36,8%	22,2%	
Perserve the environment	Count	1	0	0	1	
	% within Sector	3,8%	,0%	,0%		
Perserve Working Environment	Count	0	0	1	1	
	% within Sector	,0%	,0%	2,8%		
Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	2,8%		
Delivery on Time	Count	3	11	2	16	
	% within Sector	11,5%	28,9%	5,6%		
<b>Total</b>	Count	<b>26</b>	<b>38</b>	<b>36</b>	<b>100</b>	

Percentages and totals are based on responses.

a. Group



**SA.163 Least Important Area to Competitiveness by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Least Important Areas to Competitiveness <sup>a</sup>	Good relations customers	Count	0	1	0	1
		% within Sector	,0%	2,6%	,0%	
	Good relations suppliers	Count	2	0	2	4
		% within Sector	7,7%	,0%	5,6%	
	Relations local community	Count	5	8	0	13
		% within Sector	19,2%	21,1%	,0%	
	Relations government	Count	10	10	14	34
		% within Sector	38,5%	26,3%	38,9%	
	Relation Unions	Count	8	15	12	35
	% within Sector	30,8%	39,5%	33,3%		
Good public Image	Count	0	1	1	2	
	% within Sector	,0%	2,6%	2,8%		
Perserve the environment	Count	0	3	2	5	
	% within Sector	,0%	7,9%	5,6%		
Perserve Working Environment	Count	0	0	1	1	
	% within Sector	,0%	,0%	2,8%		
Not stated	Count	1	0	4	5	
	% within Sector	3,8%	,0%	11,1%		
<b>Total</b>	<b>Count</b>	<b>26</b>	<b>38</b>	<b>36</b>	<b>100</b>	

Percentages and totals are based on responses.

a. Group

**SA.164 Influence of Competitors on CSER by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Competitors' on CSER	Very much	Count	0	2	5	7
		% within Sector	,0%	10,5%	27,8%	14,0%
	Yes, to some extent	Count	2	5	5	12
		% within Sector	15,4%	26,3%	27,8%	24,0%
	Neutral	Count	1	3	1	5
		% within Sector	7,7%	15,8%	5,6%	10,0%
	Only to a limited extent	Count	0	0	2	2
		% within Sector	,0%	,0%	11,1%	4,0%
	No, not at all	Count	10	9	5	24
		% within Sector	76,9%	47,4%	27,8%	48,0%
<b>Total</b>	<b>Count</b>	<b>13</b>	<b>19</b>	<b>18</b>	<b>50</b>	
	<b>% within Sector</b>	<b>100,0%</b>	<b>100,0%</b>	<b>100,0%</b>	<b>100,0%</b>	

**SA.165 Influence of Industry on CSER by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Industry on CSER	Very much	Count	6	1	6	13
		% within Sector	46,2%	5,3%	33,3%	26,0%
	Yes, to some extent	Count	2	5	6	13
		% within Sector	15,4%	26,3%	33,3%	26,0%
	Neutral	Count	0	2	0	2
		% within Sector	,0%	10,5%	,0%	4,0%
Only to a limited extent	Count	1	0	0	1	
	% within Sector	7,7%	,0%	,0%	2,0%	
No, not at all	Count	4	11	6	21	
	% within Sector	30,8%	57,9%	33,3%	42,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.166 Influence of Size on CSER by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Size on CSER	Very much	Count	2	5	4	11
		% within Sector	15,4%	26,3%	22,2%	22,0%
	Yes, to some extent	Count	7	6	10	23
		% within Sector	53,8%	31,6%	55,6%	46,0%
	Neutral	Count	0	2	0	2
		% within Sector	,0%	10,5%	,0%	4,0%
Only to a limited extent	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,6%	2,0%	
No, not at all	Count	4	6	3	13	
	% within Sector	30,8%	31,6%	16,7%	26,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.167 Influence of History on CSER by Sector**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of History on CSER	Very much	Count	7	7	5	19
		% within Sector	53,8%	36,8%	27,8%	38,0%
	Yes, to some extent	Count	5	3	8	16
		% within Sector	38,5%	15,8%	44,4%	32,0%
	Neutral	Count	0	1	0	1
		% within Sector	,0%	5,3%	,0%	2,0%
Only to a limited extent	Count	0	1	0	1	
	% within Sector	,0%	5,3%	,0%	2,0%	
No, not at all	Count	1	7	5	13	
	% within Sector	7,7%	36,8%	27,8%	26,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.168 Influence of Culture on CSER by Sector (Managers)**

			Sector			Total
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			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Influence of Culture on CSER	Very much	Count	4	2	2	8
		% within Sector	30,8%	10,5%	11,1%	16,0%
	Yes, to some extent	Count	2	6	10	18
		% within Sector	15,4%	31,6%	55,6%	36,0%
	Neutral	Count	1	4	1	6
		% within Sector	7,7%	21,1%	5,6%	12,0%
	Only to a limited extent	Count	0	1	0	1
% within Sector		,0%	5,3%	,0%	2,0%	
No, not at all	Count	6	6	4	16	
	% within Sector	46,2%	31,6%	22,2%	32,0%	
Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,6%	2,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.169 Importance of Relationship with Customers by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Customers	Very important	Count	11	17	17	45
		% within Sector	84,6%	89,5%	94,4%	90,0%
	Important	Count	2	2	0	4
		% within Sector	15,4%	10,5%	,0%	8,0%
	Unimportant	Count	0	0	1	1
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.170 Importance of Relationship with Suppliers by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Suppliers	Very important	Count	4	14	6	24
		% within Sector	30,8%	73,7%	33,3%	48,0%
	Important	Count	7	3	5	15
		% within Sector	53,8%	15,8%	27,8%	30,0%
	Neutral	Count	2	0	3	5
		% within Sector	15,4%	,0%	16,7%	10,0%
	Unimportant	Count	0	2	2	4
		% within Sector	,0%	10,5%	11,1%	8,0%
	Very unimportant	Count	0	0	1	1
		% within Sector	,0%	,0%	5,6%	2,0%
	Not stated	Count	0	0	1	1
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.171 Importance of Relationship with Local Community by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Local Community	Very important	Count	1	3	8	12
		% within Sector	7,7%	15,8%	44,4%	24,0%
	Important	Count	9	6	4	19

	% within Sector	69,2%	31,6%	22,2%	38,0%
Neutral	Count	2	5	4	11
	% within Sector	15,4%	26,3%	22,2%	22,0%
Unimportant	Count	1	5	2	8
	% within Sector	7,7%	26,3%	11,1%	16,0%
Total	Count	13	19	18	50
	% within Sector	100,0%	100,0%	100,0%	100,0%

#### SA.172 Importance of Relationship with Government by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Government	Very important	Count	2	7	1	10
		% within Sector	15,4%	36,8%	5,6%	20,0%
	Important	Count	4	4	6	14
		% within Sector	30,8%	21,1%	33,3%	28,0%
	Neutral	Count	3	1	4	8
		% within Sector	23,1%	5,3%	22,2%	16,0%
	Unimportant	Count	2	5	2	9
		% within Sector	15,4%	26,3%	11,1%	18,0%
	Very unimportant	Count	2	2	5	9
		% within Sector	15,4%	10,5%	27,8%	18,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

#### SA.173 Importance of Product Quality by Sector (Managers)

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Product Quality	Very important	Count	10	18	16	44
		% within Sector	76,9%	94,7%	88,9%	88,0%
	Important	Count	3	1	1	5
		% within Sector	23,1%	5,3%	5,6%	10,0%
	Unimportant	Count	0	0	1	1
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.174 Importance of Delivery on Time by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Delivery on Time	Very important	Count	8	18	10	36
		% within Sector	61,5%	94,7%	55,6%	72,0%
	Important	Count	5	1	2	8
		% within Sector	38,5%	5,3%	11,1%	16,0%
	Neutral	Count	0	0	1	1
		% within Sector	,0%	,0%	5,6%	2,0%
	Unimportant	Count	0	0	3	3
% within Sector		,0%	,0%	16,7%	6,0%	
Very unimportant	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,6%	2,0%	
Not stated	Count	0	0	1	1	
	% within Sector	,0%	,0%	5,6%	2,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.175 Importance of Preserving Environment by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Preserving Environment	Very important	Count	6	9	7	22
		% within Sector	46,2%	47,4%	38,9%	44,0%
	Important	Count	6	5	7	18
		% within Sector	46,2%	26,3%	38,9%	36,0%
	Neutral	Count	1	2	2	5
		% within Sector	7,7%	10,5%	11,1%	10,0%
	Unimportant	Count	0	3	2	5
% within Sector		,0%	15,8%	11,1%	10,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.176 Importance of Preserving Working Environment by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Preserving Working Environment	Very important	Count	6	11	5	22
		% within Sector	46,2%	57,9%	27,8%	44,0%
	Important	Count	7	6	9	22
		% within Sector	53,8%	31,6%	50,0%	44,0%
	Neutral	Count	0	0	2	2
		% within Sector	,0%	,0%	11,1%	4,0%
	Unimportant	Count	0	2	2	4
% within Sector		,0%	10,5%	11,1%	8,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.177 Importance of Relationship with Employees by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Employees	Very important	Count	6	13	12	31
		% within Sector	46,2%	68,4%	66,7%	62,0%
	Important	Count	7	4	5	16
		% within Sector	53,8%	21,1%	27,8%	32,0%
	Neutral	Count	0	1	0	1
		% within Sector	,0%	5,3%	,0%	2,0%
	Unimportant	Count	0	1	1	2
		% within Sector	,0%	5,3%	5,6%	4,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.178 Importance of Relationship with Unions by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Relationship with Unions	Very important	Count	0	1	1	2
		% within Sector	,0%	5,3%	5,6%	4,0%
	Important	Count	5	9	2	16
		% within Sector	38,5%	47,4%	11,1%	32,0%
	Neutral	Count	4	3	3	10
		% within Sector	30,8%	15,8%	16,7%	20,0%
	Unimportant	Count	1	2	4	7
		% within Sector	7,7%	10,5%	22,2%	14,0%
Very unimportant	Count	0	4	3	7	
	% within Sector	,0%	21,1%	16,7%	14,0%	
Not stated	Count	3	0	5	8	
	% within Sector	23,1%	,0%	27,8%	16,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.179 Importance of Good Image by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance of Good Image	Very important	Count	7	9	15	31
		% within Sector	53,8%	47,4%	83,3%	62,0%
	Important	Count	5	7	2	14
		% within Sector	38,5%	36,8%	11,1%	28,0%
	Neutral	Count	0	1	0	1
		% within Sector	,0%	5,3%	,0%	2,0%
	Unimportant	Count	0	2	1	3
		% within Sector	,0%	10,5%	5,6%	6,0%
Not stated	Count	1	0	0	1	
	% within Sector	7,7%	,0%	,0%	2,0%	
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.180 Importance CSER for Business Goals by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles	Hotels/ Tourism	

Importance CSER for Business Goals	Very important	Count	3	4	7	14
		% within Importance CSER	21,4%	28,6%	50,0%	100,0%
		% within Sector	23,1%	21,1%	38,9%	28,0%
	Important	Count	9	11	8	28
		% within Importance CSER	32,1%	39,3%	28,6%	100,0%
		% within Sector	69,2%	57,9%	44,4%	56,0%
	Neutral	Count	1	2	2	5
		% within Importance CSER	20,0%	40,0%	40,0%	100,0%
		% within Sector	7,7%	10,5%	11,1%	10,0%
	Unimportant	Count	0	1	0	1
		% within Importance CSER	,0%	100,0%	,0%	100,0%
		% within Sector	,0%	5,3%	,0%	2,0%
	Not stated	Count	0	1	1	2
		% within Importance CSER	,0%	50,0%	50,0%	100,0%
		% within Sector	,0%	5,3%	5,6%	4,0%
Total	Count	13	19	18	50	
	% within Importance CSER	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.181 Importance Physical Environment for Business Goals by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance Physical Environment for Business Goals	Very important	Count	3	6	8	17
		% within Importance Physical Environment	17,6%	35,3%	47,1%	100,0%
		% within Sector	23,1%	31,6%	44,4%	34,0%
	Important	Count	10	10	5	25
		% within Importance Physical Environment	40,0%	40,0%	20,0%	100,0%
		% within Sector	76,9%	52,6%	27,8%	50,0%
	Neutral	Count	0	3	4	7
		% within Importance Physical Environment	,0%	42,9%	57,1%	100,0%
		% within Sector	,0%	15,8%	22,2%	14,0%
	Unimportant	Count	0	0	1	1
		% within Importance Physical Environment	,0%	,0%	100,0%	100,0%
		% within Sector	,0%	,0%	5,6%	2,0%
Total	Count	13	19	18	50	
	% within Importance Physical Environment	26,0%	38,0%	36,0%	100,0%	
	% within Sector	100,0%	100,0%	100,0%	100,0%	

**SA.182 Importance Working Environment for Business Goals by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance Working Environment for Business Goals	Very important	Count	5	12	7	24
		% within Importance Working Environment	20,8%	50,0%	29,2%	100,0%
		% within Sector	38,5%	63,2%	38,9%	48,0%
	Important	Count	7	7	10	24
		% within Importance Working Environment	29,2%	29,2%	41,7%	100,0%
		% within Sector	53,8%	36,8%	55,6%	48,0%
	Neutral	Count	1	0	1	2
		% within Importance Working Environment	50,0%	,0%	50,0%	100,0%
		% within Sector	7,7%	,0%	5,6%	4,0%
Total		Count	13	19	18	50
		% within Importance Working Environment	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.183 Importance Labour Standards for Business Goals by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Importance Labour Standards for Business Goals	Very important	Count	6	10	10	26
		% within Importance Labour Standards	23,1%	38,5%	38,5%	100,0%
		% within Sector	46,2%	52,6%	55,6%	52,0%
	Important	Count	6	9	6	21
		% within Importance Labour Standards	28,6%	42,9%	28,6%	100,0%
		% within Sector	46,2%	47,4%	33,3%	42,0%
	Neutral	Count	1	0	2	3
		% within Importance Labour Standards	33,3%	,0%	66,7%	100,0%
		% within Sector	7,7%	,0%	11,1%	6,0%
Total		Count	13	19	18	50
		% within Importance Labour Standards	26,0%	38,0%	36,0%	100,0%
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.184 Obstacles in doing CSER? by Sector (Managers)**

			Sector			Total
			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Obstacles in doing CSER?	yes	Count	10	14	12	36
		% within Sector	76,9%	73,7%	66,7%	72,0%
	No	Count	3	5	6	14
		% within Sector	23,1%	26,3%	33,3%	28,0%
Total		Count	13	19	18	50
		% within Sector	100,0%	100,0%	100,0%	100,0%

**SA.185 Would assistance help? by Sector (Managers)**

			Sector			Total
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			Agro-processing	Textiles, clothing and footwear	Hotels/ Tourism	
Would assistance help?	Yes	Count	9	18	16	43
		% within Sector	69,2%	94,7%	88,9%	86,0%
	No	Count	2	1	1	4
		% within Sector	15,4%	5,3%	5,6%	8,0%
	Not Stated	Count	2	0	1	3
		% within Sector	15,4%	,0%	5,6%	6,0%
Total	Count	13	19	18	50	
	% within Sector	100,0%	100,0%	100,0%	100,0%	