South Africa is a land of disparity. Having made leaps in social, political and economic arenas since its democratic emancipation and its recent success in playing host to the 2010 FIFA World Cup, government initiatives to provide housing for the poor remain unsuccessful. The South African Quantity Surveying firm's role in managing the financial process of built environment projects, highlights its Corporate Social Responsibility in utilising its inherent skill and knowledge to aid government in solving this widespread problem. This book looks at the integration of the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, as an approach to assist in solving the housing problem for the poor in South Africa.

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Corporate Social Responsibility, Housing For The Poor in South Africa

Investigating the Role of South African Quantity Surveying Firms

Basheera Mia, Ayman Ahmed Ezzat Othman

CSR,Housing For The Poor in South Africa

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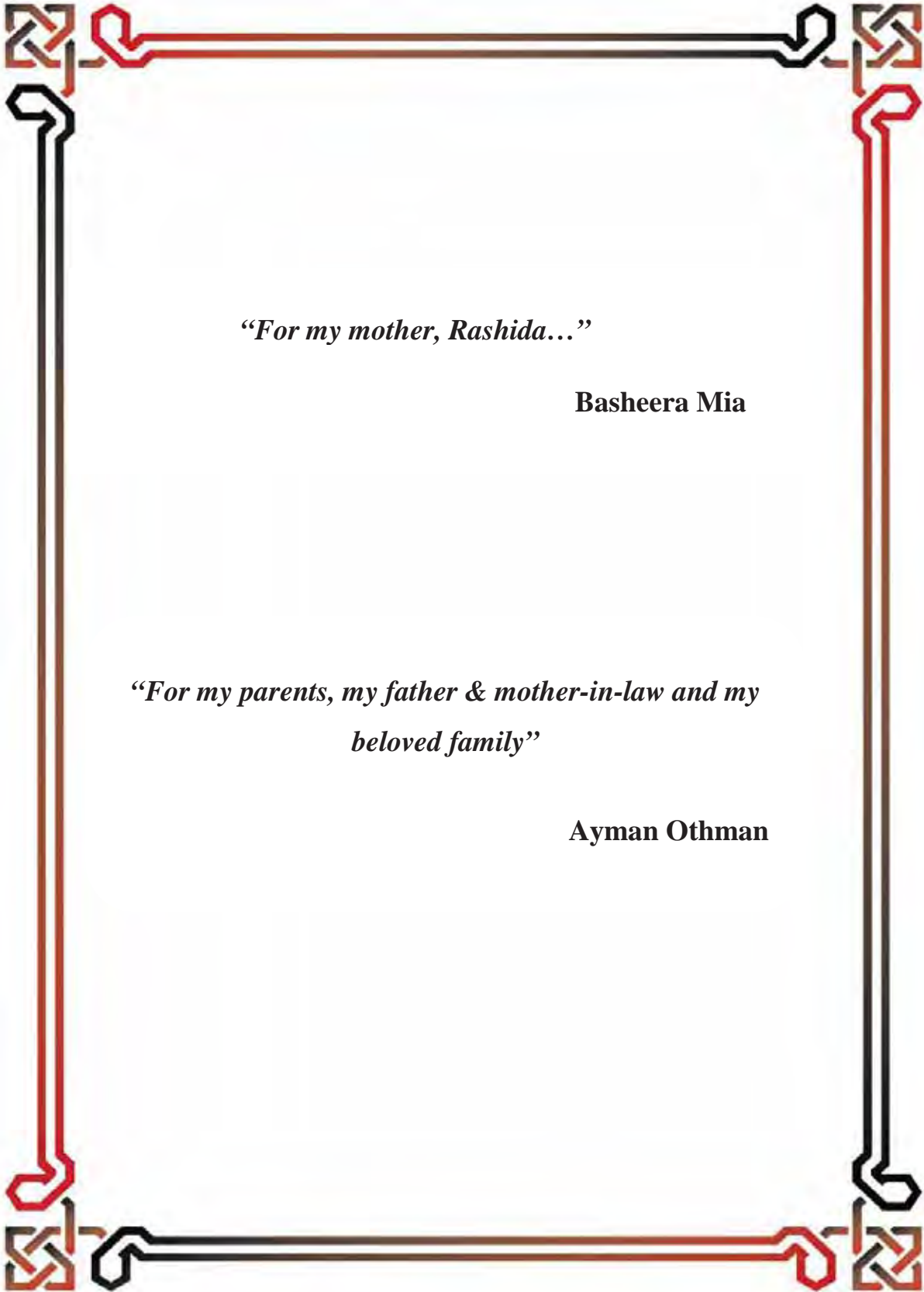
IN THE NAME OF ALLAH
MOST BENEFICENT, MOST MERCIFUL

Summary

Since its transition into a democratic society, South Africa has made leaps in social, political and economic development. Despite government initiatives to provide housing for the poor, there is still a real housing problem for the poor in South Africa. The South African quantity surveying firm's traditional role in managing financial aspects of projects and providing cost advice highlights its Corporate Social Responsibility towards utilising its inherent skill and knowledge in assisting government in solving the problem of housing for the poor in South Africa. This research aims to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, as an approach to assist in solving the housing problem for the poor in South Africa.

The research methodology designed to achieve this aim, is the Plan-Do-Study-Act cycle. Firstly, the literature review is used to establish a background to the housing problem for the poor in South Africa, investigate the South African quantity surveying profession and the role of the South African Quantity Surveying Firm, unpack the concept of Corporate Social Responsibility as well as understand the inter-relatedness of these aspects. Secondly survey questionnaires and unstructured interviews are used to investigate the perception of the concept of Corporate Social Responsibility by South African Quantity Surveying Firms and finally the integration of theoretical and practical knowledge is used to develop a Corporate Social Responsibility Framework (CSRF) to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms.

The research resulted in publishing two papers in refereed academic journals and conferences, contributing positively to the original body of knowledge.

"For my mother, Rashida…"

Basheera Mia

"For my parents, my father & mother-in-law and my beloved family"

Ayman Othman

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List of Terms

ANC:	African National Congress
ASAQS:	Association of South African Quantity Surveyors
BBBEE:	Broad Based Black Economic Empowerment
BOQ:	Bills of Quantities
CSI:	Corporate Social Investment
CSP:	Corporate Social Performance
CSR:	Corporate Social Responsibility
CSRF:	Corporate Social Responsibility Framework
ESSA:	Economic Society of South Africa
GCIS:	Government Communication and Information System
ICEC:	International Cost Engineering Council
IDEF0:	Integration Definition for Process Modelling
IISD:	International Institute for Sustainable Development
IOD:	Institute of Directors
ISO:	International Organisation for Standardisation
NGO:	Non-Governmental Organisation
PDSA	Plan-Do-Study-Act
PHP	People's Housing Process
PQS	Professional Quantity Surveyor

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QS: Quantity Surveying

RDP: Reconstruction and Development Programme

RICS   Royal Institute of Chartered Surveyors

SAQSF: South African Quantity Surveying Firms

SR: Social Responsibility

UKZN: University of KwaZulu Natal

UN: United Nations

CHAPTER 1

INTRODUCTION

1.1   Introduction

T his chapter presents a summarised description of the research carried out in this study. It includes the background to the research and the problem statement. The research question and hypothesis are also highlighted in this chapter. The research motivation and rationale, aim and objectives and a brief description of the research methodology are also presented in this chapter. In addition the research originality and achievements as well as the research findings, output and recommendations are brought to light in this chapter. Furthermore this chapter presents a guide to the dissertation in a text and graphic format (See figure 1.1).

1.2   Background to the Research

South Africa is a country of contrasts. Immense mineral wealth and agricultural exports have made it a major economy with a well-built infrastructure. Simultaneously the majority of the people are poor and deficient in basic amenities such electricity, hygienic water and sanitation (Pienaar and Cloete, 2003).

In 1994, the Department of Housing initiated the White Paper legislation entitled 'A New Housing Policy and Strategy for South Africa', highlighting the inadequate provision of affordable housing in South Africa. The document underlines the housing situation for the poor in South Africa and clearly states that government is collaborating with the private sector to establish housing support mechanisms to aid the homeless, in building housing developments. These methods of housing delivery are expected to provide:

- Advice and support to communities in the planning, funding and upgrading of new housing developments.
- Planning assistance including the quantification and costing of material and other requirements.
- Assistance and advice in respect of contracting and supervision.
- Assistance and advice in terms of material procurement at affordable prices.
- Advisory support during the implementation and construction process (Department of Housing, 1994).

These mechanisms will be subsidised by the government but will involve participation and input of the private sector, highlighting the role the private sector can play in alleviating the problem of housing for the poor.

Traditionally, the quantity surveying (QS) profession is defined as the profession that ensures that the resources used in construction and building are used to the benefit of society by providing the financial supervision and management for construction projects and a consultancy service to the client during the course of construction (Willis and Ashworth, 1987). This clarification suggests a highly technical aspect of the quantity surveying profession.

Corporate Social Responsibility (CSR) is a concept that suggests that commercial corporations have a duty to care for society at large, in all aspects of their business operations. Hence, it implies that a business should undertake its functions not only based on financial indicators but also taking cognisance of the social consequences of its business decisions. CSR refers to the integration of social concerns with corporate business values and objectives, in an effort to better the welfare of society, while simultaneously preserving the interests of the business (Hopkins, 2004). In this manner, CSR is about how firms manage their business to effect positive change in society.

Disparate viewpoints on CSR exist. While schools of thought similar to that of Adam Smith and Milton Friedman believe that the social responsibility of business is to increase its profits (Friedman, 1970), others believe that CSR refers to good business, good citizenship and common sense (Hawkins, 2006). Some organisations, such as American Express, believe that CSR is the only way business can move forward and fully embrace the concept. These companies articulate their vested interest in the well-being of their communities (Kotler and Lee, 2005).

Recent years have witnessed increasing awareness and attention of the concept of Corporate Social Responsibility within the quantity surveying profession. At the International Cost Engineering Council (ICEC) conference held in Cape Town, South Africa in 2004, the chairman of the council stated that the most serious problem facing humanity, that needs attention and consideration by the quantity surveying profession is the settlement of people (Verster, 2004).

1.3   The Problem Statement

South Africa has made leaps in social, political and economic spheres since its transition into a democratic society. Despite government initiatives to provide sustainable housing projects, such as Reconstruction and Development Programme (RDP), there is still a real housing problem for the poor. According to The Economic Society of South Africa (ESSA, 2005), this problem could be attributed to a number of reasons, amongst them, high levels of unemployment, poverty, low commitment from the private sector to provide housing finance to the lower income sector, high costs of land development, a shortage of suitable land, the increasing prices of building supplies and materials and the technical government procedures in terms of land tenure.

According to the Minister of Housing in South Africa, Sisulu (2004), in 1994, after the first democratic elections, South Africa was faced with the challenge of dealing with a huge housing deficiency. Under the newly developed housing strategy, the government is looking toward commitment from the construction industry as well as the private sector in housing delivery.

Verster (2004) maintains a similar view, housing remains an enormous problem of the world and by assisting in housing delivery the quantity surveying profession will play an important role in the changing world and may therefore continue to survive and develop as a profession.

This highlights the social responsibility of construction professionals, particularly quantity surveyors, in applying their knowledge and expertise in managing financial aspects of construction projects to improve the welfare of society in an effort to assist in solving the housing problem for the poor. This perspective is supported by (Oladapo, 2002) who considers the significance of housing in society, as a social responsibility.

As a result of their role in project costing, and understanding of construction technology, South African Quantity Surveying Firms (SAQSF) may be expected to have a direct role in assisting government to generate cost effective housing projects for the poor, in terms of providing cost advice, feasibility schemes and suggestions for the use of cost-effective construction materials, among other services, in assisting the government towards alleviating the problem of housing for the poor in South Africa.

1.4   The Research Question

How can the concept of Corporate Social Responsibility be integrated into South African Quantity Surveying Firms, as an approach to assist in solving the housing problem for the poor in South Africa?

1.5   The Research Hypothesis

Integrating the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, will not assist in solving the problem of housing for the poor in South Africa.

1.6   The Research Motivation and Rationale

The motivation and rationale for this research emerges directly from those issues it tries to solve, thus the importance lies in attempting to assist in alleviating the housing problem for the poor in South Africa and consequently improving the welfare of society.

The motivation and rationale for this research also stems from the need to support government initiatives and stimulate its collaboration with the private sector, particularly the quantity surveying profession, towards the improvement of society as well as performance of SAQSF. The justification therefore involves attempting to solve the housing problem that faces government and also exploring the opportunity to fully implement both the traditional role as well as the contemporary social role of SAQSF, to assist in overcoming the problem of housing for the poor in South Africa.

In addition, the research obtains its significance from responding to the International Cost Engineering Council's (ICEC) call for increased research in this field to further the importance of housing settlement solutions. According to Verster (2004) it is important that the university network participate in respect of research and education directed at housing problems. Therefore, it is not solely the role of respected bodies and associations to take on the responsibility of uncovering housing solutions, but also the function of universities and learning institutions to activate learning in these areas. Hence the directions of the ICEC itself imply the motivation for this research.

The research shall contribute to the quantity surveying industry understanding its social role, in the South African sphere and narrowing the gap between the conception and practical application of SAQSF CSR.

1.7   The Aim and Objectives of the Research

The research aims to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, as an approach to assist in solving the housing problem for the poor in South Africa.

In order to achieve the abovementioned aim, the following objectives have to be accomplished:

- Establish a background to the housing problem for the poor in South Africa, investigate the South African quantity surveying profession and the role of the South African Quantity Surveying Firm, unpack the concept of Corporate Social Responsibility as well as understand the inter-relatedness of these aspects.

- Investigate the perception of the concept of Corporate Social Responsibility by South African Quantity Surveying Firms.

- Develop a Corporate Social Responsibility Framework (CSRF) to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms.

1.8   The Research Methodology

The research methodology designed to achieve the aforementioned aim and objectives follows the plan-do-study-act cycle. This methodology was followed as each of the phases of the cycle, correlate with the phases undertaken in this research. The research methods employed, are the literature review, the survey questionnaire and the unstructured interview.

The literature review investigates the housing problem for the poor in South Africa and its causes. The review also explores the development of the quantity surveying profession and the professional role of SAQSF as well as unpacks the concept of Corporate Social Responsibility.

Meeting this objective entails a review of academic journals, conference proceedings, books, corporate publications, government bulletins, websites as well as an assessment of all dissertations and theses, published since 1890, using the University of KwaZulu Natal (UKZN) ProQuest database. The review of existing literature covers the limitations of scant attention paid to the relationship between CSR and SAQSF.

Survey questionnaires and unstructured interviews are used to investigate the perception of the concept of CSR by SAQSF as an approach to assist in solving the housing problem for the poor in South Africa. The use of survey questionnaires and unstructured interviews as data collection techniques, contribute to the validity and reliability of the research findings by comparing and verifying data from one source, with data from another source. The questionnaire sample was selected from the list of firms registered as members of the Association of South African Quantity Surveyors (ASAQS) on their website (ASAQS, 2007a). As a result of the limited time frame, the research sample was bounded to the Durban area, thus facilitating more in depth analyses of the survey questionnaires undertaken in the data collection phase. The interview sample was selected, based on those companies that responded to the survey questionnaire and which were willing to participate in the study.

The third objective, developing a Corporate Social Responsibility Framework (CSRF) is accomplished by analysing both the literature review and the results and findings drawn from the survey questionnaires and unstructured interviews. This will allow for the integration of both theoretical knowledge and practical situations.

With regard to hypothesis testing, the hypothesis is in the negative form, therefore lending to a more effective form of research. The hypothesis is tested quantitatively, through close-ended questions and likert scale questions, which measure participant attitudes, posed in the survey questionnaire. In addition the hypothesis is analysed qualitatively, through open-ended questions posed in the survey questionnaire and unstructured interview.

1.9   The Research Originality and Achievements

This research presents the concept of Corporate Social Responsibility in relation to South African Quantity Surveying Firms, an ideology that has in the past, received limited consideration. The investigation explores the perceptions and integration of CSR in Durban-based SAQSF, a synthesis not previously made in this context, thus contributing to the originality of the work.

Through establishing a background to the housing problem for the poor in South Africa, the development of the quantity surveying profession and the role of SAQSF, and the concept of CSR, the research adds a new contribution, to the original body of knowledge in these areas and thus sheds light on aspects that were not previously well researched. In essence, by highlighting these issues, the research provides tangible value to South African society.

The research presents significance to society by identifying the perceptions and disparate viewpoints of CSR and the obstacles to its integration, within SAQSF, inherently improving the profession in this regard. By considering known material, with a new interpretation, the research brings new evidence, to bear on an old subject.

In order to facilitate the integration of CSR into SAQSF, the research produced the CSRF, an innovative tool, used to integrate CSR in SAQSF. The conception of the CSRF, an achievement not previously accomplished with respect to South African Quantity Surveying Firms, is highly anticipated to facilitate the integration of CSR into SAQSF, toward assisting government in solving the problem of housing for the poor in South Africa.

The research also resulted in producing two a research papers:

- Mia, B. and Othman, A.A.E. (2007) <u>Affordable Housing: An investigation into the Corporate Social Responsibility of South African Quantity Surveying firms.</u> Proceedings of the International Conference on Sustainable Human Settlements for Economic and Social Development, Zambezi Sun International Hotel, Livingstone, Zambia, 2-5 May 2007, pp.298-315.

- Othman, A.A.E. and Mia, B. (2008) <u>Corporate Social Responsibility for Solving the Housing Problem for the Poor in South Africa.</u> *Journal of Engineering, Design and Technology,* Vol. 6, No. 3, pp. 237-257.

Thus presenting a directly positive contribution and achievement to the quantity surveying profession at large and informing the academic community of the research (See Appendix (A). Overall, the research presents a synthesis that is innovative, novel and creative in thought and furnishes knowledge in a manner not previously comprehended.

1.10   The Research Findings, Output and Recommendations

1.10.1 The Research Findings

The findings drawn from this research are summarised as:

- There is a severe housing problem for the poor in South Africa.
- The South African government requires assistance in delivering housing for the poor.
- The South African quantity surveying profession recognises this problem and acknowledges that it has a Corporate Social Responsibility, in terms of applying its traditional roles in a social context.
- SAQSF identify with the concept of CSR and understand that CSR may be used as an avenue to assist government in housing delivery for the poor.

1.10.2 The Research Output

The research output is summarised as:

- Raising the awareness of providing housing for the poor in South Africa.
- Understanding the perception of South African Quantity Surveying Firms with regard to the concept of Corporate Social Responsibility and identifying obstacles to its integration.
- Developing a framework to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms to assist government in alleviating the problem of housing for the poor in South Africa.
- Producing a research paper and informing others of the importance of the research.

1.10.3 The Research Recommendations

(1) Recommendations to SAQSF:

- Adopt the framework developed by the research to escalate awareness and activate the CSR of SAQSF, in prevailing against the problem of housing for the poor in South Africa.
- Increase awareness of Corporate Social Responsibility in South African Quantity Surveying Firms.
- Encourage integration of CSR into SAQSF, so that the profession may assist in alleviating other problems.

(2) Recommendations for Further Research:

- Conduct the same study in the construction and allied industries in an effort to create increased awareness of CSR in the built environment and to guide implementation of CSR in other engineering disciplines.
- Carry out the same study in later years and compare its results with this study.
- Conduct this research by taking into account the perception of other stakeholders such as the South African government and the homeless poor.

1.11 A Guide to the Dissertation

Chapter 1:   Introduction

This chapter will present a brief description of this dissertation and consists of:
- Background to the research.
- The problem statement.
- The research question.
- The research hypothesis.
- The research motivation and rationale.
- The aim and objectives of the research.
- The research methodology.
- The research originality and achievements.
- The research findings, output and recommendations.
- A guide to the dissertation.

Chapter 2:   The Research Methodology

This chapter is presents the research methodology designed to achieve the research aim and objectives. The research methodology comprises of:

- Research and the Research Process.
- The Research Aim and Objectives.
- The Nature and Characteristics of the Research.
- The Research Approach.
- Research Methodology and Methods.
- The Relationship between the Research Methods and Objectives.
- Data Collection Methods.
- Sampling Methodology.
- Hypothesis Testing.
- Data Analysis.
- Reliability and Validity.

Chapter 3:   The Literature Review

This chapter is subdivided into four subsections and includes:

- The Housing Problem for the Poor in South Africa.
- The South African Quantity Surveying Profession.
- The Concept of Corporate Social Responsibility.
- The Relationship between the Housing Problem for the Poor in South Africa, the South African Quantity Surveying Profession and the Concept of Corporate Social Responsibility.

Chapter 4:   The Field Study

This chapter also identifies gaps and shortcomings that may be evident in the literature review and includes:

- The Data Analysis of the Survey Questionnaire.
- The Data Analysis of the Unstructured Interview.

Chapter 5:   The Corporate Social Responsibility Framework (CSRF)

This chapter represents a real contribution to the existing body of knowledge and consists of:

- The Need for the Corporate Social Responsibility Framework.

- Aims and Objectives of the CSRF.

- The Theoretical Description of the CSRF.

- The Functional Description of the CSRF.

- Benefits of the Corporate Social Responsibility Framework.

- Limitations of the Corporate Social Responsibility Framework.

Chapter 6:   Conclusions and Recommendations

This final chapter summarises the research work done and includes:

- Conclusions and Contribution to Original Body of Knowledge.

- The Research Output.

- Research Publications.

- Findings of the Research.

- Research Recommendations.

- The Research Hypothesis Revisited.

- Closing Comments.

1.12   Conclusion

This chapter describes the research, in its entirety. It presents all aspects of this research, including its background, the problem statement, research question and hypothesis. The motivation and rationale as well as the aim and objectives are also presented in a succinct manner, thus giving a clear understanding of the research. This introductory chapter also presents a snapshot of the methodology utilised to achieve the aforementioned aim and objectives. Furthermore the research originality and achievements of this research are presented in this chapter, along with the research findings, output and recommendations of the research. Finally a guide to the dissertation is also depicted in this chapter.

Background to the Research **Research Question & Hypothesis** **Research Aim & Objectives**	**Chapter 1**
Research Methodology	**Chapter 2**
Literature Review • South Africa's housing Problem For the Poor • SAQSF • CSR	**Chapter 3**
The Field Study	**Chapter 4**
The CSRF	**Chapter 5**
Conclusions & Recommendations	**Chapter 6**
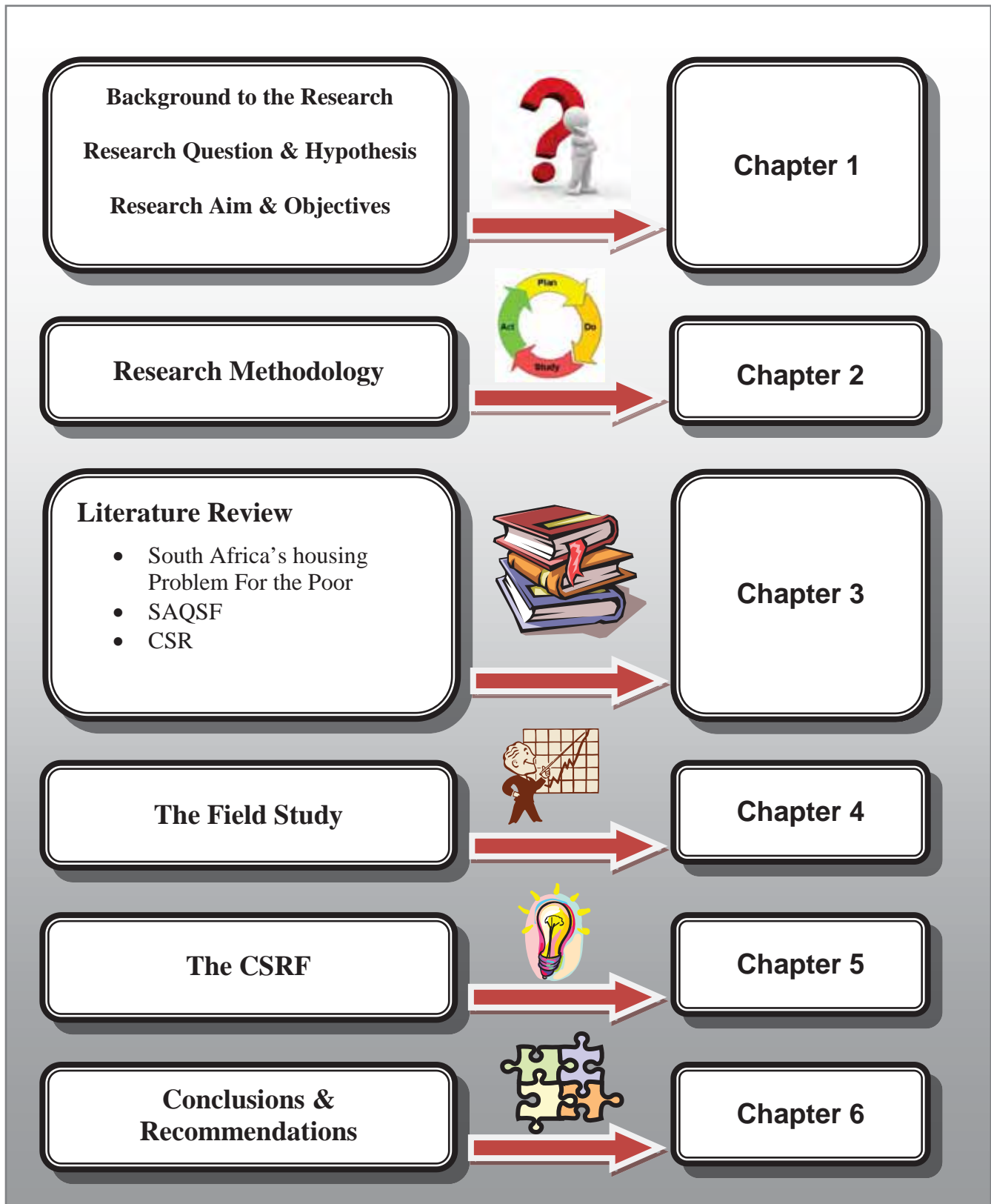
Figure (1.1) The Dissertation Structure

CHAPTER 2

RESEARCH METHODOLOGY

2.1   Introduction

T his chapter explains the research methodology designed to achieve the research aim and objectives. In this chapter a brief description of the research process is presented. In addition, the research aim and objectives, the nature and characteristics of the research as well as the research approach are explained in this chapter. The research methodology and the relationship between the research methods and objectives are also established in this chapter, along with an explanation of the data collection and analysis techniques, sampling methodology, and testing of the hypothesis. Furthermore a brief discussion of the reliability and validity of the research methods and findings are also defined in this chapter.

2.2   Research and the Research Process

2.2.1   The Definition of Research

Research involves enquiry and learning (Fellows and Liu, 1997). According to Gawith (1995) research is a methodical and systematic way of finding answers to questions. This means that research should be done in a well thought out order and should focus on a particular, stated aspect.

2.2.2   The Research Process

The research process is a flexible and dynamic process and therefore changes throughout the research process (Fellows and Liu 1997). Bechhofer (1974 cited in Fellows and Liu, 1997) supports this view and considers the process of social research to be not a clear cut sequence of procedures.

Singleton and Straits (1999) define the stages of social research as:

(1) Formulation of the research problem.

(2) Preparation of the Research Design.

(3) Measurement.

(4) Sampling.

(5) Data Collection.

(6) Data Processing.

(7) Data Analysis and Interpretation.

Firstly the research begins with a question or problem that requires investigation. The second stage requires the researcher to develop an overall plan or framework for the investigation to be carried out. In the third stage the researcher is required to devise operations for the study and in the fourth stage the units of analysis are selected. In stage five, the data necessary for the research are selected and in stage six, this data must be transformed and processes for analysis. In the final stage the meaning and bearing of the initial research problem, must be extracted to give value to the research undertaken.

2.3 The Research Aim and Objectives

The research aims to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, as an approach to assist in solving the housing problem for the poor in South Africa. In order to achieve the abovementioned aim, the following objectives have to be accomplished:

- Establish a background to the housing problem for the poor in South Africa, investigate the South African quantity surveying profession and the role of the South African Quantity Surveying Firm, unpack the concept of Corporate Social Responsibility as well as understand the inter-relatedness of these aspects.
- Investigate the perception of the concept of Corporate Social Responsibility by South African Quantity Surveying Firms.
- Develop a Corporate Social Responsibility Framework (CSRF) to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms.

Achieving these objectives entails an in-depth literature review to achieve the first objective, asking questions and seeking answers from SAQSF to achieve the second and third objectives, analysing the data collected and integrating the theoretical and practical knowledge gained from the literature review and field study respectively, to develop the CSRF.

2.4   The Nature and Characteristics of the Research

This research is an investigative study and attempts to answer whether the concept of CSR can be integrated in SAQSF as an innovative approach toward assisting in solving the housing problem for the poor in South Africa. In addition, the research focuses on enhancing the traditional performance of

SAQSF through integrating CSR into its normal business functioning. This necessitates the need to design a research methodology, to collect sufficient and relevant, quantitative and qualitative data in order to build a clear understanding of the research topic, identify the current state-of-the art, formulate the research problem, establish the research aim and objectives and develop the innovative framework for integrating the concept of CSR into SAQSF.

2.5   The Research Approach

Holt (1998) defines applied research as a study, which attempts to resolve practical problems or improve on traditional thinking. Fellows and Liu (1997) support this definition and state that applied research is directed toward practical applications. Thus the research approach undertaken in this research is applied in nature, as the study attempts to improve the traditional role of SAQSF by integrating the concept of CSR, with regard to housing for the poor, into these organisations, by means of a theoretical and functional CSRF.

2.6   The Research Methodology and Methods

Research methodology refers to the overall method applied to satisfy the research aim and objective (Holt, 1998). According to Hindess (1977) In the social sciences methodology is a philosophy, whose function is to examine the research methods, which are used to produce knowledge. In this research, the research methodology is made up of a number of research methods, utilised to achieve the research aim and objectives.

2.6.1   The Plan-Do-Study-Act Cycle

The research methodology of this study consists of four inter-related steps, viz. (1) Plan, (2) Do, (3) Study and (4) Act, see figure (2.1). The Plan-Do-Study-Act (PDSA) Cycle was initially developed by Shewhart and later modified by Deming and is an effective improvement technique that suits this research (Besterfield *et al*., 1999). The PDSA cycle is reflective of the 7 steps of the aforementioned applied research approach:

 (1) Define the existing situation.
 (2) Observe the situation and potential for improvement.
 (3) Develop the improved model.

(4) Apply the model.

(5) Observe the effect of model.

(6) Check to see that the improvement has been achieved, and

(7) Adopt improved model (Holt, 1998).
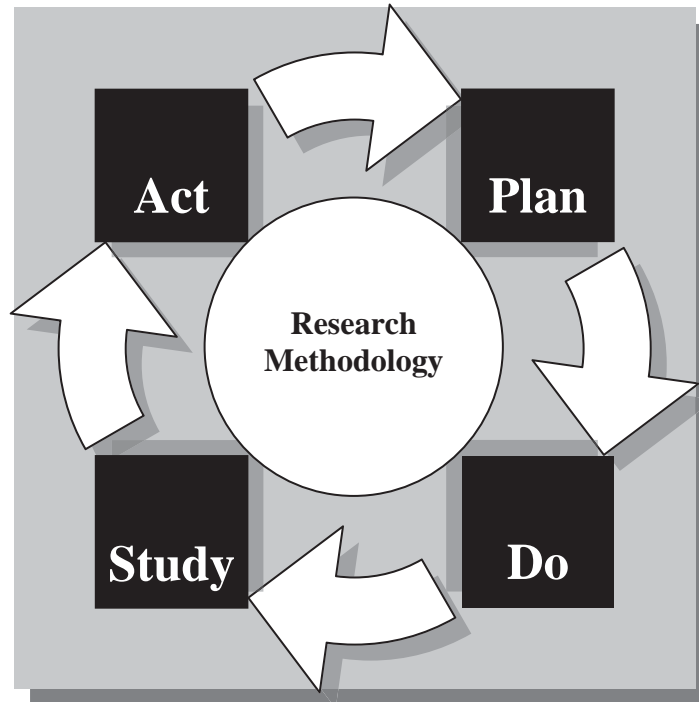
Figure (2.1)   The Research Methodology

(1) Plan Phase

The objective of the plan phase is to plan what is to be done in order to achieve the pre-determined objectives. During the course of this research, the plan phase was used to identify the research problem, establish the research aim and objectives and select the research methods appropriate for achieving the research aim and objectives.

(2) Do Phase

The objective of this phase is to carry out the plan. During this phase, the literature review was carried out, the survey questionnaire was designed and distributed and the unstructured interview was designed and conducted as a means of implementing the plan.

(3) Study Phase

The study phase aims to observe whether the plan worked as intended. Data analysis represents this stage as the data gleaned from the survey questionnaires and unstructured interviews is analysed and interpreted.

(4) Act Phase

The objective of the Act phase is to act on the results. During the course of this research, developing the Corporate Social Responsibility Framework (CSRF) represents the act phase.

2.7   The Relationship between the Research Methods and Objectives

It is imperative to understand the link between the research methods and objectives, so that the methods effectively achieve the objectives. In this research, every objective has been assigned to a research method, designed to achieve each objective, see table (2.1).

Research Methods			Research Objectives		
			(1)	(2)	(3)
Data Collection Methods	Literature Review		*		*
	Survey questionnaires			*	*
	Unstructured Interviews			*	*
Data Analysis Methods	Quantitative	Mean	*		
		Median		*	
		Mode			
	Qualitative			*	

Table (2.1)   The Relationship between the Research Methods and Objectives

2.8   Data Collection Methods

Quantitative and qualitative techniques are used for data collection. Quantitative techniques adopt a scientific method (Fellows and Liu, 1997) and involve consideration of size and magnitude and may be perceived as being more analytical in nature (Holt, 1998). Therefore quantitative data deals with numbers and uses statistical methods to explain the data. Qualitative techniques on the other hand, refers to exploration of the subject where the aim is to gain understanding and collect information (Fellows and Liu, 1997), thus qualitative data deals with words.

Both approaches are adopted in this research. The quantitative methods used in this research are close-ended questions and likert scale questions posed in the questionnaire. The qualitative methods used are the literature review and open-ended questions in the questionnaire and unstructured interview.

2.8.1   The Literature Review

The literature review refers to the compilation and assimilation of as much information as can be discovered with respect to a given topic and allows the researcher to understand the current status of a topic and thus develop a theoretical background to the research. The literature review helps generate ideas and identifies key variables impacting the research (Holt, 1998). In short the literature review summarises the state of the art regarding the research topic (Fellows and Liu, 1997).

During this research, the literature review was used to:

- Establish a background to the housing problem for the poor in South Africa.
- Investigate the South African quantity surveying profession and the role of the South African Quantity Surveying Firm.
- Unpack the concept of Corporate Social Responsibility
- Examine the relationship between the housing problem for the poor, South African Quantity Surveying Firms and the concept of Corporate Social Responsibility.

Meeting this objective entails a critical review of textbooks, academic journals, professional magazines, conference proceedings, Government and organisations' publications and speeches as well as internet websites. An in depth assessment of all dissertations and theses, published since 1890, using

the UKZN ProQuest database was also carried out. The literature review resulted covers the limitations of scant attention paid to the concept of CSR in SAQSF.

According to Haywood and Wragg (1982 cited in Fellows and Liu, 1997) essential to the literature review is that it must be critical, in this research this concept is applied as the literature review is detailed and specific, it analyses both the supportive and opposing viewpoints of CSR as well as provides different perspectives to the problem statement.

2.8.2   The Survey Questionnaire

Leedy (2005) identifies survey questionnaires as a mechanism that allows the researcher to get in touch with samples separated by distance. Fellows and Liu (1997) postulate that the survey questions may occur in two forms, open-ended and close-ended questions. Open-ended questions enable the respondent to answer questions in full, with whatever content and to whatever extent he /she feels fit. Close-ended questions on the other hand have a set number of responses as determined by the researcher. In this research both types of questions are used to investigate the perception of Corporate Social Responsibility by SAQSF.

According to Caplovitz (1983) questionnaires may be used in two different ways in social research. The first method is known as the questionnaire or self-administered questionnaire and is a method of data collection in which respondents write down the answers to the questions themselves. The second approach refers to a situation in which the interviewer asks the questions and then records the answers. Thus the first definition refers to a questionnaire and the latter refers to a structured interview.

Walliman (2006) defines the structured interview as a social research method where standardised questions are read out by interviewer. Drew *et al* (2006) proposes that the structured interview is the most formal kind of interview and the wording and order of questions is constant, which ensures continuity across all the interviews with all the respondents, this in turn allows ease of data analysis.

In this research as a result of the low response rate of survey questionnaires, the questionnaires were administered as structured interviews as well, to increase the response rate and thus the reliability and validity of the field study (Leedy, 2005).

• **Increasing the Questionnaire Response Rate**

As a result of the low response rate of survey questionnaires, as well as the chance of the questionnaire being filled in by the wrong people and the human factor inherent in social research, where the emotional and mental status of the respondent may influence the answers given (Leedy, 2005), certain courses of action have been implemented during the development of the questionnaire to overcome these limitations. These actions are:

(1)   A covering letter, introducing the questionnaire to respondents, explaining its objectives, assuring confidentiality of answers and thanking them for participating in the study was developed. A copy of the covering letter is attached in appendix (B). The covering letter includes the researcher's details should the respondent have any queries.

(2)   The approximate time required to complete the questionnaire is 15 minutes.

(3)   Each question is set out in a clear and concise manner and easy to understand english and wording.

(4)   The questionnaire was facilitated as a pilot study, to examine the time limit and the thought process involved in answering the questionnaire.

(5)   As a result of the limited time schedules of directors the questions were

        faxed to SAQSF in an effort to familiarise the respondent of the research and thereafter these companies were called and structured interviews were set up at the most convenient time, suitable to the interviewees.

(6)   The questionnaires were also administered as structured interviews.

2.8.3   The Unstructured Interview

Fellows and Liu (1997) indicate that interviews vary in nature and may be structured, semi-structured or unstructured. During the course of this research, the unstructured interview was used to identify the perception of SAQSF toward integrating CSR into the firms, as an approach to assist in alleviating the problem of housing for the poor in South Africa. According to Leedy (2005) face-to-face interviews have the advantage of the highest response rates and allow the researcher to clarify ambiguous answers and seek follow-up information. The use of unstructured interviews allows the interviewer to pose secondary questions and investigate further, the responses of different individuals.

- **Increasing the Unstructured Interview Response Rate**

  (1)   The researcher maintained an impartial role in the data collection
          procedure, so that data collected from the interview process was not tainted by bias or
          extrinsic factors.

  (2)   As a result of the sensitive nature of the research, where there is a definite
          social pressure to conform and to give socially acceptable answers, the confidentiality of
          the respondents has been assured.

2.9 Sampling Methodology

Sampling is defined as a technique for selecting a set of components used for analysis from a population (Balnaves and Caputi, 2001). Within this research, the main objective of the sampling plan was to select a representative and non-biased sample to increase the reliability and validity of findings. This was achieved by selecting the entire population as the sample, i.e. sampling all SAQSF in Durban.

2.9.1   Process for Selecting the Questionnaire Sample

Firstly, the process of selecting the sample, entailed reviewing the list of quantity surveying firms registered as members of the Association of South African Quantity Surveyors (ASAQS) under the KwaZulu Natal Chapter, as at May 2007, on the ASAQS website (ASAQS, 2007a)

Thereafter all the companies with telephone numbers beginning with the code (031) were selected as the sample, as only companies with this code are based in Durban. This resulted in a sample size of sixty-five. Of these sixty-five companies, three companies were registered twice and the University of KwaZulu Natal was also registered as a member, decreasing the sample size to sixty-one.

The Professions and Projects Register (2005) as well as the yellow pages were used to collect the mailing addressese of these firms and questionnaires were sent to these addresses. Those companies with unavailable mailing addresses were called to obtain their addresses.

Once the questionnaires were sent out, nine were returned. The next step in the process was to fax the questionnaire to all the companies, to familiarise them with the research and stimulate their response. This proved beneficial as Transmission Verification Reports were received for every fax sent out,

confirming that the respondents had received the questionnaire. This confirmation of receipt was lacking in the posted questionnaires.

Thereafter each company was called to set up interviews with respondents and administer the questionnaires as structured interviews. Of the companies faxed, ten preferred to fax the questionnaire back because of the time constraints of directors and in some cases unwillingness of companies to participate in the research. This resulted in an increased response rate of nineteen, from the original sixty-one companies selected as the research sample. Next interviews were set up with six companies to facilitate the questionnaire as structured interviews, thus increasing the response rate to twenty-five. Although not selected as part of the original research sample, one questionnaire was also sent to the chairman of the ASAQS, Gerhard Brummer, to gain his insight on the research. His response was received via email in PDF format. The final size of the population sample, eventually resulted in twent-six respondents in total.

2.9.2   Process for selecting the Unstructured Interview Sample

As a result of the limited time schedules of directors of SAQSF, three companies were selected in the unstructured interview sample. It is important to note that although the interviews are not entirely representative of the sample population, these interviews give valuable insight and rich data to the research. Carried out as unstructured interviews, the interview findings present important and realistic viewpoints to the integration of the concept of CSR in SAQSF as an approach to assist in solving problem of housing for the poor in South Africa.

The interviews were carried out by discussing the topics reviewed in the literature viz. the housing problem for the poor in South Africa, the South African quantity surveying profession and the role of the SAQSF as well as the concept of Corporate Social Responsibility. Next the idea of the CSRF was discussed with interviewees to gain their viewpoint on a framework to integrate CSR into SAQSF as an approach to assist in solving the problem of housing for the poor in South Africa.

Interviewees were then presented with the questionnaire results, where 25 out of 26 respondents indicated that they feel there is a need for CSR in South Africa, all 26 respondents see a severe housing

problem in South Africa and most importantly that all respondents feel that the SAQSF can assist in alleviating the housing problem for the poor in South Africa.

In this manner the unstructured interviews were carried out in a free and unbiased manner, which allowed interviewees to express their opinions and attitudes toward the research.

2.10   Hypothesis Testing

With regard to hypothesis testing, the hypothesis is in the negative form, therefore lending to a more powerful form of research. The hypothesis is tested quantitatively and qualitatively. Firstly, quantitative testing is carried out through asking close-ended questions in the questionnaire and allowing respondents to rank their responses on a likert scale of 1 to 5 for questions 9, 13 and 14. Collected data is analysed using measures of central of tendency such as the mean, median and mode. Secondly, the hypothesis is analysed qualitatively, through open-ended questions posed in the questionnaire and unstructured interview.

2.11   Data Analysis

Data analysis refers to interpreting the data gathered in the data collection phase. Within this research both quantitative and qualitative data were collected. The following sections describe the process of data analysis.

2.11.1 Analysing Quantitative Data

According to Durrheim (1999) statistical procedures are used to analyse quantitative data. In this study quantitative analysis entailed measures of central tendency which are designed to indicate the middle or most typical point in a distribution and therefore confirm the quality and homogeneity of the data. These measures include the mode, median and mean. Mode is defined as the value that occurs with the highest frequency and is obtained by examining a distribution of results, median refers to the position in a distribution above and below which half the frequencies fall and mean is defined as the sum of a set of values divided by the number of the values in the set (Blaikie, 2003). The data from the survey questionnaire was analysed with the aid of Microsoft Excel spreadsheets, used to represent findings as graphs and tables.

2.11.2 Analysing Qualitative Data

The characteristics of qualitative analysis is that it deals with data presented in words, thus qualitative analysis deals with subjective opinions and viewpoints that are presented in descriptive formats. In this research qualitative data collected from the survey questionnaires and unstructured interviews were analysed by:

- Firstly, collecting all the relative data
- Secondly, assimilating and categorising similar responses
- Finally, summarising the responses

2.12   Reliability and Validity

In order to ensure that the research is credible, the research itself as well as the methods utilised to achieve the objectives, must be both reliable and valid.

2.12.1 Reliability

Singleton and Straits (1999) propose that reliability is concerned with questions of stability and consistency. This means that if the research methods were used by another researcher to achieve the research aim and objectives, the same results would be attained.

2.12.2 Validity

According to Belson (1986) A valid measure is one that accurately measures what it is supposed to measure therefore referring to the correctness of the research. To recap, reliability refers to the consistency, trustworthiness and dependency of the research whereas validity refers to the soundness and credibility of the research.

2.12.3 Reliability and Validity of the Research Methods

In order to escalate the reliability and validity of the research methods used, the following strategies were adopted during this research:

(1)   Establishing the correlation between the research objectives and the research methods.

(2)   Verifying data collected from one source with data collected from other sources.

(3)   The reliability and validity of literature review was escalated through:

- Using more than one data source including textbooks, academic journals, professional magazines, conference proceedings, Government and organisations' publications and speeches as well as internet.
- Undertaking a detailed and critical review of the existing literature.
- Providing both supportive and opposing viewpoints as well as different perspectives to the problem statement.

(4)   The reliability and validity of the literature review was escalated through:

- Ensuring that the questionnaire questions are designed to achieve its intended objectives.
- Using fixed choice answers.
- Carrying out a pilot study.
- Using a 100% representative and non-biased population sample for the questionnaire.
- Ensuring that information will be dealt with confidentiality and for the purpose of this research and not for any other purpose therefore encouraging honest responses.

(5)   The reliability and validity of the unstructured interviews was increased through:

- Setting up suitable times for the interview.
- Remaining impartial during the interviews
- Ensuring voluntary participation
- Assuring anonymity and confidentiality of the responses (Babbie, 2001)

2.12.3   Reliability and Validity of the Research Findings

In order to escalate the reliability and validity of the research findings, within this research the following strategies were adopted.

- An in depth review of opposing ideas and viewpoints was carried out.
- The research findings were triangulated with other sources.
- The research findings were reviewed by academics and specialists to get their feed back. This was done through submitting two papers summarising the research and its findings, to the International Conference on Sustainable Human Settlements for Economic and Social Development, 2-5 May 2007, Zambia and the Journal of Engineering, Design and

Technology, Vol. 6, No. 3, pp. 237-257. Copy of both papers is attached in appendix (A).

- Developing a Corporate Social Responsibility framework, based on the findings of this research.

2.13   Conclusion

The research methodology of this research is designed to achieve the research aim, to integrate CSR into SAQSF as an approach to assist in solving the housing problem for the poor in South Africa. This chapter provides an insightful view of the process involved in carrying out this research, the methodology and methods utilised to gather data as well as its correlation between the research method and research aim and objectives. In addition the nature and characteristics of the research, the research approach, data collection techniques and sampling methodology are presented in this chapter. The manner in which the research hypothesis is tested is also discussed in this chapter, along with the data analysis techniques as well as the reliability and validity of the research. Overall this chapter provides valuable insight to the methodology designed to carry out this research.

CHAPTER 3

LITERATURE REVIEW

3.1   Introduction

T his chapter presents the data collected from a review of the existing literature and is subdivided into four subsections viz.:

- The Housing problem for the poor in South Africa.

- The South African Quantity Surveying Profession.

- The Concept of Corporate Social Responsibility.

- The Relationship between the Housing problem for the Poor in South Africa, the South African Quantity Surveying Profession and the Concept of Corporate Social Responsibility.

This chapter gives the reader the theoretical background to the research and creates a clear understanding of the research problem.

3.2   The Housing Problem for the Poor in South Africa

3.2.1   Definition of the Housing Problem for the Poor in South Africa

Housing is defined as the use of land and the investment of considerable resources, with the aim of providing lodging to social groups that are unable to obtain it on the open market (De Carlo, 1975).

Since South Africa's democratic transition in 1994, housing the nation is one of the greatest challenges facing the government. The extent of the challenge is derived from the massive size of the housing problem, the increased demand for housing, the desperation of the homeless, as well as the bureaucracy, inherited from the previous government (Department of Housing, 1994). In order to overcome these obstacles, different policies, strategies, programmes and projects have been initiated to attack the housing problem and provide affordable housing for the poor.
 These initiatives focused on:

- Providing adequate shelters for all.

- Improving human settlement management through local government.

- Promoting sustainable land-use planning and management.

- Promoting the integrated provision of environmental infrastructure: water. sanitation, drainage and solid waste management.

- Promoting sustainable energy and transport systems in human settlement.

- Promoting human settlement planning and management in disaster-prone areas.

- Promoting sustainable construction activities.

- Promoting human resources development and capacity-building for human settlement development (United Nations, 2006).

Despite government initiatives to provide affordable housing projects, there is still a real housing problem for the poor.

According to Bardach (1996 cited in Dery 2000) problem definition has long been defined as the most crucial and demanding task facing the analyst. The housing problem in South Africa is difficult to explain as a number of factors contribute to this problem. According to Sisulu (2004) the housing backlog is intensified by a lack of development finance and a lack of end-user finance. Marais (1999), highlights some terms that describe the housing problem in South Africa include, informal dwelling, shack, traditional dwelling, no form of sanitation and households without electricity.

The Department of Housing (1994) attributes the cost of housing as one of the main problems associated with housing delivery for the poor in South Africa and highlights that the single most significant constraint to the housing delivery process, is that of affordability.

In essence the housing problem in South Africa is characterised by an extremely large housing backlog and high costs of housing delivery.

3.2.2   The Historical Development of South African Housing Policy

South Africa's Housing Policy was formulated before the 1994 elections, with the creation of the National Housing Forum. This forum, a non-governmental organisation (NGO), negotiated on the new government's housing policy, resulting in the National Housing Accord which was signed by a range of stakeholders representing the homeless, government, communities and civil society, the financial sector, emerging contractors, the established construction industry, building material suppliers, employers, developers and the international community.

The Accord resulted in the White Paper on Housing 1994 and the new democratic, post-apartheid government of 1994 utilised these documents when formulating South Africa's National Housing

Policy. Later the development of the Housing Act, 1997 [Act No. 107 of 1997] legislated the provisions set out in the Housing White Paper and gave legal foundation to the implementation of government's Housing Programme (Department of Housing 2007a).

3.2.3   The Effects of Apartheid on Housing for the Poor

While South Africa as a country has come far since the fall of the apartheid regime, the nation still bears the brunt of the decisions made by the previous Apartheid government. Apartheid, the Afrikaans word for separateness fundamentally caused racial inequality resulting in socially, economically and politically divided races, which were unequally housed.

The South African Non-Governmental Organisation Coalition (SANGOCO, 2007) underlines the negative effects of apartheid on housing as it restricted African urbanisation and allocated fewer resources for housing to blacks than whites, therefore many people today do not have adequate housing.

Legislation such as The Group Areas Act [No. 41 of 1950] established specific areas for the exclusive occupation of each racial group (Lemon, 1976) and townships developed, which are areas designated for use by non-whites (Bozzoli, 2004).

During the era of apartheid, housing was used as an instrument of segregation and essentially, the black South Africans, were inadequately housed therefore adding to the housing backlog faced today (Kithakye, 2007).

Statistics show that the democratic government of 1994 inherited a housing backlog of 2,202,519 however since coming to power in 1994, the government has built 1,4 million housing units, providing more than 5 million people with secure homes (South Africa info, 2007).

3.2.4   The Contemporary Status of Housing for the Poor in South Africa

According to the Government Communication and Information System (GCIS, 2006) housing is a fundamental part of government's commitment to reduce poverty and improve the quality of people's lives.

Recent reports on existing housing conditions for the poor in South Africa indicate that The Housing Department has to date produced 2.4 million houses in the last 12 years (Sisulu, 2007).

The United Nations (UN) supports these statistics by confirming that South Africa's record of providing houses to the poor is unparalleled in the history of housing delivery in the world (South Africa info, 2003).

In the future it is expected that expenditure in housing delivery will increase from R4,2 billion in 2002/03 to R9,5 billion in 2008/09 (GCIS, 2007).

Many South Africans, however still remain homeless and government now faces new problems in housing delivery such as increased building costs as a result of the increased demand for building materials as we approach the 2010 Soccer World Cup (Sisulu, 2007).

3.2.5   Obstacles to Housing Delivery

The Department of Housing (1994) and Cloete (1998) highlight some of the obstacles to housing delivery. These obstacles may be summaried as:

(1)   Scale of the Housing Problem

The large scale of the housing backlog coupled with the low-incomes of large proportions of South Africa's population imply that many people are unable to afford adequate housing.

(2)   Structure of South Africa's Human Settlements

The dispersed nature of many rural settlements hampers servicing and makes access to amenities such as water, sanitation and electricity difficult.

(3)   Institutional Framework

The past framework governing housing delivery caused duplication and confusion causing ineffectiveness and inefficiency. Thus the lack of institutional capacity-technical, managerial and administrative skills contributes to the housing problem for the poor.

(4)   Land and Planning Issues

The inability and unwillingness to release sufficient suitable land for housing continues to be a restraint to timeous housing delivery. Access to and security of land tenure, which is well-located, suitable for housing development and affordable remains an obstacle to housing delivery.

(5)   The Housing Construction Sector

An inadequate development framework where lack of land, infrastructure and lengthy planning procedures, hinder developers' ability to carry out housing developments effectively and efficiently.

(6)   Sociological Issues

Issues such as high expectations of the poor, crime and violence and low levels of consumer education are among some challenges facing adequate housing delivery.

(7)   Economic Issues

Economic factors such as low growth rates, declining per capita income and inflation are some of the economic issues hampering housing delivery. In addition unavailability of development and end-user finance and low private sector involvement in terms of finance, land development and housing construction, also contribute to the obstacles facing housing delivery.

3.2.6   Government Initiatives

(1)   The Reconstruction and Development Programme

The Reconstruction and Development Programme (RDP) was developed after the election of the 1994 democratic presidency and sought to eradicate all the effects of apartheid and provide adequate housing for all (ANC, 2007). Since 1994, under the RDP, over a million houses have been built substantially decreasing the housing backlog (Wikipedia, 2007a).

(2)   The National Housing Programmes

There are a number of housing programmes that have been implemented across South Africa, in order to facilitate adequate housing delivery for the poor. These programmes, known as National Housing Programmes are mechanisms utilised to alleviate the problem of housing for the poor and are divided into four categories.

Financial Housing Programmes: described as programmes facilitating immediate access to housing goods and services creating enabling environments and providing implementation support.

Examples of housing programmes that fall under this category include:

- Individual Housing Subsidies.
- Enhanced Extended Discount Benefit Scheme.
- Social and Economic Facilities.
- Accreditation of Municipalities.
- Operational Capital Budget.
- Housing Chapters of IDP's.
- Rectification of Pre-1994 Housing stock.

Incremental Housing Programmes: described as programmes facilitating access to housing opportunities through a phased process that occurs in stages.

Examples of housing programmes of this nature include:

- Integrated Residential Development Programme.
- People's Housing Process (PHP).
- Informal Settlement Upgrading.
- Consolidation Subsidies.
- Emergency Housing Assistance.

Social and Rental Housing Programmes: described as programmes facilitating access to rental housing opportunities, supporting urban restructuring and integration.

Examples of these programmes include:

- Institutional Subsidies.
- Social Housing.
- Community Residential Units.

The Rural Housing Programme: described as a programme facilitating access to housing opportunities in rural areas. An example of this programme is the Rural Subsidy Informal Land Rights programme (Department of Housing, 2007b)

(3)   The Comprehensive Plan

In September 2004 the Department of Housing launched a Comprehensive Plan for the Development of Sustainable Human Settlements. This 5-year plan is aimed at eradicating informal human settlements in South Africa, between 2004 and 2009 (Sisulu, 2004).

The key focus areas of the plan are:

- accelerating housing delivery as a key strategy for poverty alleviation.
- utilising the provision of housing as a major job-creation strategy.
- ensuring that property can be accessed by all as an asset for wealth creation and empowerment.
- leveraging growth in the economy, combating crime and promoting social cohesion.
- using housing development to break barriers between the First Economy residential property boom and the Second Economy Slump.
- utilising housing as an instrument for the development of sustainable human settlements in support of spatial restructuring (Sisulu, 2004).

3.3   The South African Quantity Surveying Profession

3.3.1   Definition of the Quantity Surveying Profession

The quantity surveying profession is a long established profession and its practices and procedures have grown over the years as a result of experience (Hughes, 1978).

Willis and Ashworth (1987) define the quantity surveying profession as the profession which carries out the financial management for building projects and a cost consultancy service during the pre-contract and during the construction phase.

This definition is supported by (ASAQS, 2007b) where the quantity surveyor's duty is highlighted as one of cost control. Quantity surveyors measure and price building works, determine the value of variations ordered by the architect or engineer and ensure that a fair and equitable settlement of the cost at final account stage is reached in accordance with the contract.

There are two types of quantity surveyors, those who carry out work on behalf of a client organisation, known as a Professional Quantity Surveyor (PQS) and those who work for construction companies,

often known as a Contractor's Quantity Surveyor (Wikipedia (2007b). There are many terms used to describe the quantity surveyor, ranging from construction economists, cost engineers and construction managers.

3.3.2   The Development of the Quantity Surveying Profession

The quantity surveying profession became known in England at the beginning of the nineteenth century. Before the term quantity surveyor was used in 1859, the terms measurer, custom surveyor or surveyor were used to describe the profession (ASAQS, 2007c).

The quantity surveyor measured work for all the contractors or master tradesmen as they were known art the time. At completion the quantity surveyor submitted accounts to the employer. As each tradesmen had to develop his own Bills of Quantities (BOQ), this resulted in the employment of one quantity surveyor to draw up one BOQ for all of them and they would share the cost of his services. This also created a more democratic manner of tendering on the job as all the tradesmen were now competing for the tender on the same basis as opposed to each having a separate set of documents.

Subsequently the building owner began to employ the surveyor and pay him directly. In this way the surveyor reached a consultant status (ASAQS, 2007c).

3.3.3   The Traditional Role of the Quantity Surveyor

According to the Royal Institute of Chartered Surveyors (RICS, 1977) the traditional role of the quantity surveyor is to efficiently direct the resources of a building project during the whole construction period. According to Hutchinson (1992) the traditional, core role of the quantity surveyor is the production of Bills of Quantities.

Willis and Ashworth (1987) identify the traditional roles of the quantity surveyor as:
- Preliminary cost advice and approximate estimating.
- Cost planning including investment appraisal, life-cycle costing and value analysis.
- Contractual procurement and tendering procedures.
- Preparation of contract documentation.
- Evaluation of tenders received.
- Cash flow forecasting, financial reporting and interim payments.

- Final accounting and the settlement of contractual disputes.

- Cost advice during use by the client.

The RICS (1977) further elaborate on these roles:

- Preliminary cost advice and approximate estimating refers to cost studies at the feasibility stage of the project that allow the quantity surveyor to ascertain the probable cost of a project.

- Cost planning including investment appraisal, life-cycle costing and value analysis indicates controlling the cost of a project so that the tender cost is within the acceptable limits of the first estimate. This aspect of quantity surveying also refers to obtaining value for money on a construction project.

- Contractual procurement and tendering procedures refers to making decisions on contract procedures, the type of contract to be utilised, the method of obtaining tenders as well as selecting contractors and subcontractors suitable for a particular project.

- Preparation of contract documentation refers to drawing up, in most cases a Bill of Quantities by translating the working drawings and specifications of the project into rates and quantities.

- Evaluation of tenders received refers to adjudicating tenders and checking whether the tenders meet the requirements of the client and project.

- Cash flow forecasting, financial reporting and interim payments underlines facilitating the finances of a construction project throughout the duration of the project.

- Final accounting and the settlement of contractual disputes refers to calculating and paying the relevant balances due at the end of a project. Often when measured work does not equal the value of the actual works, contractors submit claims which the quantity surveyor investigates. The quantity surveyor is also called upon to act as arbitrators in disputes and give expert advice and evidence on contractual matters.

- Cost advice during use by the client refers to the financial guidance given by a contractor to a client in terms of post-construction maintenance of the project (RICS, 1977).

3.3.4   The Contemporary Role of the Quantity Surveyor

For the most part, the quantity surveying profession has been governed by historical practices and procedure. This inherently underlines the fact that the profession itself has not had much growth in its professional scope for a number of years. Predominantly, the aforementioned technical definition of Willis and Ashworth (1987) still stands. On the other hand, the social, political and economic spheres

have changed and matured over the years, both locally and internationally. Innately, the role and responsibilities of the quantity surveyor have to encompass a contemporary perspective, in an effort to meet and satisfy these extrinsic changes.

In 1971 James Nisbet, Chairman of the Quantity Surveyors Divisional Council provided the preface to the RICS report, The Future Role of the Quantity Surveyor and made reference to the changing and somewhat dynamic role of professions in the industry. He noted that, at a time when the profession is coming under examination from outside as well as from within, all quantity surveyors need to look to the future. The report gives guidance to quantity surveyors on the steps that need to be taken to enable the profession to provide a wider range of services, of increasing responsibility and complexity required by society (RICS, 1971).

During current times, the role of the quantity surveyor has changed. While the definition proposeed by Willis and Ashworth (1987) still holds true, the portfolio of the quantity surveyor has expanded. Contemporary times have resulted in a wider range of multidisciplinary tasks which the quantity surveyor may provide, which include:

- estimates of capital or asset costs including development costs;
- estimates of operating and manufacturing costs through an asset's life cycle;
- risk assessment and analysis;
- trending of scope and cost changes;
- decision analysis;
- financial analysis (eg, net present value, rate of return, etc);
- project cost control;
- appraisals of existing assets;
- project analyses, databases, and benchmarking;
- planning and scheduling;
- siting studies, etc.;
- productive and investment needs assessment;
- facility management needs assessment;
- project feasibility and budget assessment;
- cost management;

- procurement management;
- contract administration;
- whole-life appraisals;
- quality audits;
- value management; and
- dispute resolution (ICEC, 2002).

It is clear that developments in the environment influence the future of the quantity surveying profession and it is up to quantity surveyors to understand this and be prepared to participate in a pro-active manner. The quantity surveying profession must have the competencies and desire to contribute towards the development of other people, and also assist society in developing the skills and desire to serve its own needs (Verster, 2004). This recognition of the quantity surveying profession's social role, by the International Cost engineering Council (ICEC) indicates that the concept of Corporate Social Responsibility is understood by the quantity surveying profession.

Recent times have shown wider social interests beyond the narrow role of the quantity surveyor. This is supported by Verster (2004) who indicates that the problem of housing for the poor and the settlement of poor people, requires consideration by the quantity surveying profession. Furthermore, by understanding these future scenarios the quantity surveying and cost engineering profession will develop the skills to play a role in the changing world and survive and grow as a profession.

Verster (2004) identifies the quantity surveying profession's recommendations for action:
- Governments should develop affirmative action policies for land titles and tenure, finance, education and training and skills development.
- Systems for enhanced social equity need to be developed.
- Financial institutions should be encouraged to facilitate access to credit and financing schemes.
- As part of a capacity building programme, governments, with the support of NGOs and other civil society groups, should implement on the job training for disadvantaged groups of society.
- As part of a capacity building programme, policies should include measures to improve empowerment of women.
- As part of a capacity building programme, information and knowledge needs to be provided to all stakeholders.

- Finance schemes should be available as a means to give better access to funding (Verster , 2004).

3.3.5 The Royal Institute of Chartered Surveyors (RICS) & The Association of South African Quantity Surveyors (ASAQS)

The Royal Institute of Chartered Surveyors (RICS) and the International Cost Engineering Council (ICEC) recognise the Quantity Surveying profession at an international level, while the Association of South African Quantity Surveyors (ASAQS) governs the profession in South Africa.

The role of these bodies is to:

- advance and promote the science and practice of quantity surveying and cognate matters;
- uphold the dignity of the profession of quantity surveying;
- watch over, promote and protect the interest of its members;
- afford opportunity for the interchange and recording of knowledge and experience of quantity surveying;
- promote the high standards of professional competence and integrity (ASAQS, 2007d).

3.3.6 The Quantity Surveyors' Corporate Image and Code of Conduct

The quantity surveying profession, presents an image of themselves both to others employed in the construction industry and clients. The image of the firm is therefore reflected to a large extent by the objectives of the partners or directors (Willis and Ashworth 1987).

This aspect of quantity surveying professionalism highlights that the manner in which SAQSF presents itself to the public, impacts the image of the company. Quantity surveyors are required to comply with a code of professional conduct, drawn up and published by the ASAQS in terms of the South African Constitution (ASAQS, 2007e).

It is important to note that there are only two references to any form of corporate social responsibility in the South African Quantity Surveyors' Code of Conduct, where section one reads, under general that:

1. A member shall order his or her conduct so as to:

1.1 have full regard to the public interest, and section 3, refers to Competitive Ethics (ASAQS, 2007e).

Critically evaluating these clauses, it can be seen that these clauses are broad and ill defined. The term public interest refers to the common good and not to any specific social practice, while Section 3, on the other hand simply refers to ethics and values in the marketplace, such as leveling the playing fields, in terms of quantity surveying marketing strategies.

3.4   The Concept of Corporate Social Responsibility

3.4.1   The Definition of Corporate Social Responsibility

Charity and philanthropy are not new ideas (Rockey, 2004). Recent times have shown increased response to these concepts as well as a proactive search to define what they mean.

McAlister (2005) and Carroll (1993) define Corporate Social Responsibility by highlighting the emerging consensus amongst business to extend the role and responsibility of business beyond profit seeking. There is widespread acceptance of the view that if business is to prosper, then the environment in which it operates must prosper as well. This means that business must take on an all-encompassing approach to business, an approach in which companies see themselves as part of a wider social system. Corporate Social Responsibility during recent times has been awarded a significant number of terms and definitions, including corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, sustainability, stewardship, triple bottom line and responsible business (Hopkins, 2004).

According to Baker (2007) CSR is about how companies manage its business processes to produce an overall positive impact on society. Vogel and Bradshaw (1981) support this definition and highlight that CSR refers to the way in which a corporation behaves while it is pursuing its ultimate goal of making profits.

Baker (2007) proposes two perspectives of CSR, the philanthropic model where organisations grant a share of their profits to worthy causes, as opposed to the notion of operating the core business in a socially responsible way, therefore complementing normal business functioning. The second approach proves to be superior in that, it is more sustainable in the long-term and is not peripheral to the primary business of the firm.

3.4.2   The Development of the Concept of Corporate Social Responsibility

Before the 1990s, CSR was loosely defined and companies were simply doing good to look good (Kotler and Lee, 2005). Companies donated money to as many organisations as possible, reflecting a perception that this would satisfy the most people and consequently create the most visibility for philanthropic efforts.

In summary, CSR meant that organisations made short-term commitments to various stakeholders so that in the public eye, these organisations were viewed as socially responsible entities.

Carroll (1999) traces the growth of CSR over the years, from the 1950s through to the 1990s and indicates that evidence of the business community's concern for society can be traced back for centuries.

In the 1950's CSR was referred to as Social Responsibility (SR). Bowen (1953 cited in Carroll, 1999) defined CSR as the obligations of businessmen to pursue business goals in terms of the values of society.

During the1960's there were increased efforts to formalise the definition of CSR. Davis (1960 cited in Carroll, 1999) referred to CSR as businessmen's decisions and actions taken for reasons beyond the firm's financial interests. Later McGuire (1963 cited in Carroll, 1999) set forth the definition that the corporation has not only economic and legal obligations but also social responsibilities beyond those obligations. This period also marked a milestone that considered companies as people, and highlighted the notion that business must act as justly as a proper citizen should.

In the early 1970's, Johnson (1971 cited in Carroll, 1999) defined CSR by highlighting that socially responsible firms have diverse interests. According to Carroll (1999) it was during this period that increased mention of Corporate Social performance (CSP) and CSR occurred.

According to Carroll (1999) The 1980's paved the way for a number of definitions that emerged in relation to CSR including corporate social responsiveness, public policy, business ethics, and stakeholder theory. During this period, there were increased attempts to measure and conduct research on CSR.

In the 1990's with the onset of the millennium, Wood (1991) presented an important contribution to CSR and its definition in the form of a CSP model, based on the work of both Carroll (1979) and Cochrane and Wood (1984). The model incorporated 3 dimensions i.e. Principles, Processes and Outcomes and thus expanded the definition of CSR.

Today CSR means different things to different stakeholders. Baker (2007) highlights that in different countries, there will be different priorities, and values that will shape how business undertakes its CSR. In this research, housing for the poor is considered the priority that guides South African Quantity Surveying firms in undertaking its CSR.

According to Kotler and Lee (2005) today more corporations pick a few strategic areas of focus that fit with their particular corporate values as well as selecting initiatives that support their business goals. Thus the contemporary approach to CSR entails supporting corporate objectives while simultaneously playing a CSR so that the company's social role is complementary to its primary, business role.

3.4.3   Opposing Views of Corporate Social Responsibility

The concept of CSR and its practical application does not go without debate. Critics argue as to whether CSR is actually a benefit or a disadvantage to society. Norris (1981) indicates that there is growing controversy between the social responsibility of business and the profit making responsibility of business.

Friedman (1970) questions, what it means to say that business has responsibilities? and indicates that only people can have responsibilities. A corporation is an artificial person and in this sense may have artificial responsibilities, but business as a whole cannot have responsibilities. This perspective is a primary argument against CSR.

Smith (1990) supports this perspective and proposes 5 additional arguments against CSR:
- The Problem of Competing Claims (The Role of Profit).
- Competitive Disadvantage.
- Competence.
- Fairness; and
- Legitimacy.

These aforementioned points are further elaborated as:

(1)   Business's function is economic, not social and as such the role of business is solely to make a profit.

(2)   CSR will have a price for the firm as it refers to capital outlay in one form or another i.e money, time, effort, and therefore results in a competitive disadvantage for the company.

(3)   This point questions whether companies have the skills and knowledge to deal with social issues. Friedman (1970) supports this ideology and questions, if businessmen do have a responsibility other than profit seeking, how are they to know what this responsibility is?

(4)   This concept highlights that combining social activities with the economic activities of business would give business an excessive concentration of power. This argument supposes that private organisations should not take on the role of public organisations.

(5)   This final argument presupposes that social issues are the concern of government thus companies pay taxes so that these issues may be resolved by government and therefore there is no need for additional CSR on the part of business (Smith, 1990).

On the other hand there are a significant number of positive arguments associated with CSR. Colmer (2003) and Kotler and Lee (2005) highlight the benefits of Corporate Social Responsibility as:

- Improved financial performance, increased sales and market share.
- Better risk and crisis management.
- Reduced operating costs, decreased operating costs
- Increased worker commitment, increased ability to attract, motivate and retain employees.
- Enhanced brand value and reputation, strengthened brand positioning.
- Good relations with government and communities.
- Long-term sustainability for your company and society.
- A licence to operate.
- Long-term return on investments.
- Increased productivity.
- Enhanced corporate image and clout.
- Increased appeal to investors and financial analysts (Colmer, 2003; Kotler and Lee, 2005).

These benefits of CSR indicate a wide array of advantages to a variety of stakeholders within the firm. These points also provide motivation to integrate CSR into the business as these benefits are closely related to corporate objectives, which is in line with Baker's (2007) definition of CSR, where CSR should complement the primary role of the business.

The RICS (2004) also highlights some of the direct benefits to the quantity surveying profession in addressing its CSR. These are:

- Compliance and risk management
- Competitiveness and operational efficiency
- Reputational management
- Market differentiation (RICS, 2004).

3.4.4   Corporate Social Responsibility in South Africa

In South Africa, Corporate Social Investment (CSI) is used to refer to CSR and is guided toward larger-scale projects that contribute to a fundamental transformation of the social and economic landscape of South Africa as a whole (Rockey, 2004).

According to Rockey (2004) South Africa is ranked 7th in the World Corporate Report on Social Responsibility of Business Leaders is High Towards Society.

The Property Sector Transformation Charter Committee (2007) identifies the inherent need for change within the South African construction industry and also highlights the concept of CSR in the context of the South African building industry.

Section 12 of The Property Sector Transformation Charter, indicates that CSI should be aimed at projects, groups, communities and individuals that have a strong developmental approach and contribute towards the transformation of South Africa (Property Sector Transformation Charter Committee, 2007). According to the Charter these projects may be in education, training, development programmes and infrastructure development among other initiatives.

3.4.5   The Royal Institute of Chartered Surveyors and Corporate Social Responsibility

The South African quantity surveying profession is largely influenced by its international affiliate, the Royal Institute of Chartered Surveyors. It is therefore necessary to examine the RICS' perspective on CSR. As a result of the appointment of a minister for CSR in the United Kingdom, the RICS has actively introduced CSR into the institute. The RICS lists a number of ways in which RICS members and member firms can commit to Corporate Social Responsibility (RICS, 2005). The institute offers online as well as telephonic services providing the interested quantity surveyor with CSR information. The RICS has also proposed a five-point plan to transform construction in the country and Corporate Social Responsibility is listed as point number 4 (RICS, 2003). This reinforces the RICS' awareness of the importance of CSR and its role in the quantity surveying profession.

3.4.6   Corporate Governance

Corporate Governance is defined as the pursuit to balance in an equitable manner the interests of all shareholders, management, employees, customers, suppliers and the community in which business operates (Dixon, 2004). In 1994 The King Commission made up of the Institute of Directors (IoD), released the King I Report and later amended it to create the King II Report in 2002. This report contains and lays out the principles of good governance for South African companies to follow. Visser (2004) states it was the first governance code in the world to stress the importance of wider stakeholder interests beyond narrow shareholder demands. Thus corporate governance supports the concept of CSR where the interests of society are simultaneously considered with the interests of the organisation.

3.4.7   Auditing and Reporting on Corporate Social Responsibility

Companies have the opportunity to report on its CSR activities as part of complying with standards including, AccountAbility's AA1000 standard, Global Reporting Initiative's Sustainability Reporting Guidelines, Social Accountability International's SA8000 standard and the International Organisation for Standardisation (ISO) 14000 environmental management standard (wikipedia, 2007).

According to the International Institute for Sustainable Development (IISD, 2007) In a survey by PricewaterhouseCoopers of 140 chief executives it was found that 85 per cent of companies believe that sustainable development will have increased importance to their business in future.

Visser (2004) supports these results survey and indicates that surveys by KPMG show that 85 percent of South Africa's top 100 listed companies report on sustainability-related issues.

Essentially, auditing and reporting of CSR issues create accountability and transparency in CSR activity and therefore allow companies to compete effectively on this basis.

3.5 The Relationship between the Housing Problem for the Poor in South Africa, the South African Quantity Surveying Profession and the Concept of Corporate Social Responsibility

There is a strong and direct relationship between housing for the poor, SAQSF and CSR. Understanding the inter-relatedness of these aspects reinforces the Corporate Social Responsibility of SAQSF as an approach to assist in alleviating the housing problem for the poor in South Africa.

The provision of housing for the low-income population is an important area of focus, as isolated efforts to provide simple solutions to housing problems continue to fail. According to Sisulu (2007) at the forefront of this relationship is that a right to housing, as interpreted from the South African Constitution, indicates that it is not only the state which is responsible for the provision of houses, but other members of society as well.

The literature repeatedly shows that government requires assistance in housing delivery, from other stakeholders and for housing developments to be sustainable, contributions are required from all sectors of society – government, communities, NGO's, the private sector as well as individuals (South Africa info, 2007).

In terms of the housing problem for the poor, the enormity of the housing challenge still remains overwhelming therefore requiring government to find ways of working with the private sector. This partnership is further reinforced by Sisulu (2007) who indicates that assistance from the private sector will result in mutually beneficial public-private partnership arrangements.

During the International Cost Engineering Council (ICEC) congress held in Cape Town, Verster (2004), highlighted the future scenarios of quantity surveyors and cost engineers. Verster held that

continuous research and development of programmes to serve society is important, therefore recognising the social dimension of the contemporary, quantity surveying profession.

Verster (2004) also indicated that habitat and housing are among the most important areas that the quantity surveying profession needs to focus on. Housing is a huge problem and the quantity surveying profession needs to focus their attention on the severe housing shortage in the world. He further highlighted that research is required in this area and the profession itself, is required to pro-actively search for settlement and housing solutions.

Simultaneously the housing support mechanisms proposed by government, such as advice and support to communities in the planning, funding and upgrading of new housing developments, planning assistance including the quantification and costing of material and other requirements, assistance and advice in respect of contracting and supervision, assistance and advice in terms of material procurement at affordable prices and advisory support during the implementation and construction process (Department of Housing, 1994) are directly reflective of the role of South African Quantity Surveying Firms. In this manner, SAQSF may be expected to use the professions' inherent skill and knowledge in assisting government in alleviating the problem of housing for the poor in South Africa.

Overall it can be seen that while government calls for public-private sector involvement in housing delivery for the poor, there are simultaneous efforts within the quantity surveying profession to assist in housing delivery. This relationship reinforces the notion of SAQSF integrating CSR into the firm as an approach to assist government in providing housing for the poor. The increasing attention of CSR within the quantity surveying profession in recent years highlights the need to utilise the practical expertise of construction professionals in general and cost engineers and quantity surveyors in particular, to play their role and bear their responsibilities to support government initiatives towards assisting in solving the housing problem for the poor in South Africa.

Overcoming the obstacles of housing delivery highlights the need to support government initiatives and empower the quantity surveying profession's collaboration with the public sector. Utilising the practical experience quantity surveyors is highly sought in this regard to assist government in alleviating the problem of housing for the poor in South Africa (Mia and Othman, 2007).

3.6   Conclusion

This chapter underlines the important aspects of this research. It highlights the housing problem for the poor in South Africa and the challenge facing government in housing delivery. The South African quantity surveying profession and its practice and procedure is also discussed in this chapter, as well as the concept of Corporate Social Responsibility is reviewed in this chapter. Finally the relationship between the housing problem for the poor in South Africa, the South African quantity surveying profession and the concept of Corporate Social Responsibility is discussed, elaborating those critical issues relative to the research, within each area. This theoretical background provides insight into these three inter-related aspects and gives depth to the research problem.

CHAPTER 4

THE FIELD STUDY

4. 1   Introduction

T his chapter analyses the data collected from the survey questionnaire and unstructured interview. The response rate of the survey as well as an analysis of the data has been presented in this chapter. With regard to the questionnaire, the objective of each question as well as a graphic representation of the data collected and an in depth of analysis of the data are provided in this chapter, to give practical insight to the issues of this dissertation, the housing problem for the poor in South Africa, SAQSF and CSR. The questionnaire has been carefully designed to facilitate ease of data collection and analysis and filter questions have been used to aid the analysis of questions. The responses to the unstructured interview have also been presented in this chapter in the same order as the topics mentioned in the literature review, i.e The housing problem for the poor in South Africa, the South African quantity surveying profession and the concept of Corporate Social Responsibility. The response to the CSRF is also presented in this chapter.

4.2   The Response Rate

Of the sixty-one companies selected in the research sample, twenty-six respondents answered the questionnaire. This represents a 43 per cent response rate that supports the research findings and recommendations. Of the twent-six questionnaire respondents, initially, it was planned to meet ten of these SAQSF. Due to the limited time schedules of directors of SAQSF and unwillingness of some companies to participate in the research, three unstructured interviews were facilitated. Although the responses gained from the interviews are not representative of the entire population sample, the attitudes, opinions and viewpoints reflected in the interviews provide rich and valuable insight to the research.

4.3   Data Analysis

As numbers are meaningless unless they are interpreted with words, qualitative and quantitative approaches are utilised to analyse the data collected. Quantitative analysis is used in evaluating responses of close-ended questions in the questionnaires and represented using tables, bar graphs, etc. in Microsoft Excel spreadsheets.

A qualitative approach is used to analyse the data collected from the literature review, open-ended questions posed in the survey questionnaire and the unstructured interview. This focus will draw conclusions from the data, which are exploratory in nature.

It must be noted that the data collected through the self-administered questionnaires received via mail and fax as well as those questionnaires administered as structured interviews, have been analysed together. Although the results are similar, as the questionnaire itself is well structured and gives clear instructions, it can be seen that some cases questions 16 and 17, in those questionnaires received via postal mail, fax and email, were incomplete. However with regard to those which were facilitated as structured interviews, questions 16 and 17 could be further explained to respondents, therefore increasing the response rate.

4.3.1   Data Analysis of the Survey Questionnaire

The analysis of the survey questionnaire has been presented in the same format as the original questionnaire completed by respondents, including the analysis of each of the questions. A summary of the survey questionnaire findings is presented after the analysis of the survey questionnaire.

Question (1)

The following explanation describes the concept of CSR. Please read it and tick the appropriate box.

Corporate Social Responsibility is a concept that suggests that commercial corporations have a duty to care for society at large, in all aspects of their business operations. It implies that a business should undertake its functions not only based on financial indicators but also taking cognisance of the social consequences of its business decisions.		
Have you used this concept before?	**Yes**	**No**

Objective:

This question is used to introduce the concept of CSR to the respondent. It is a simple "yes/no" close-ended question that gives immediate clarification as to whether the respondent has previously used the concept CSR.

Response:

The data reveals that of the 26 respondents:

- 65% have used the concept of CSR before, while

- 35% responded that they have not used the concept before.

This indicates that 65% of SAQSF understand the meaning of CSR and have used the concept before and indicates that SAQSF are aware of CSR and their social role in the South African context.
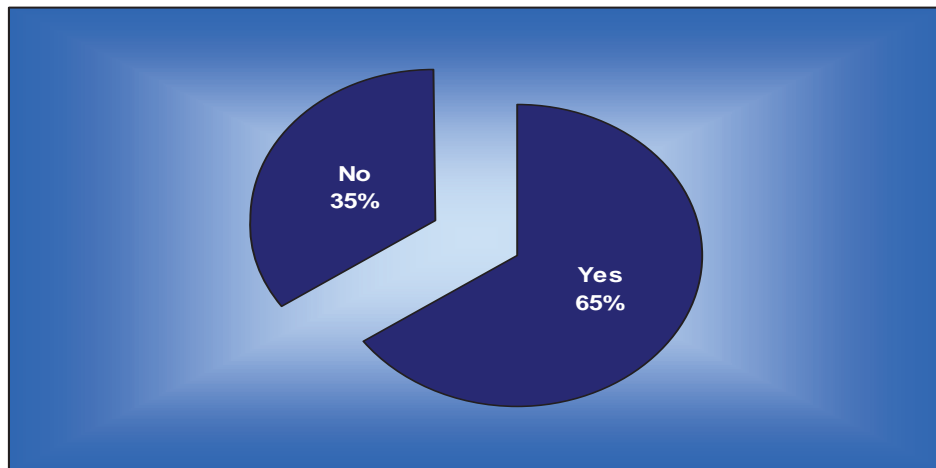
Figure (4.1) Use of the Concept CSR

Question (2)

What does the internal governance of your company reflect? Please tick the appropriate box, you may tick more than one box	
• Company vision for the future	
• Mission statement	
• CSR objectives	
• Other, please specify_____	

Objective:

The internal governance of SAQSF is examined through this question. It gives a number of options, of which the respondent is expected to choose appropriate options. If none match the internal governance of that particular company an option is given to specify "other" reflections of internal governance.

Response:

The data reveals that of the 26 respondents:

- 18 respondents indicated that the internal governance of the company is reflected by the company vision for the future.

- 24 of SAQSF indicated that the mission statement of the company is most widely used to signify the internal governance of SAQSF.

- 12 respondents indicated that the internal governance of the company reflects CSR.

- 1 respondent highlighted that the internal governance of the company reflects Quality Assurance.
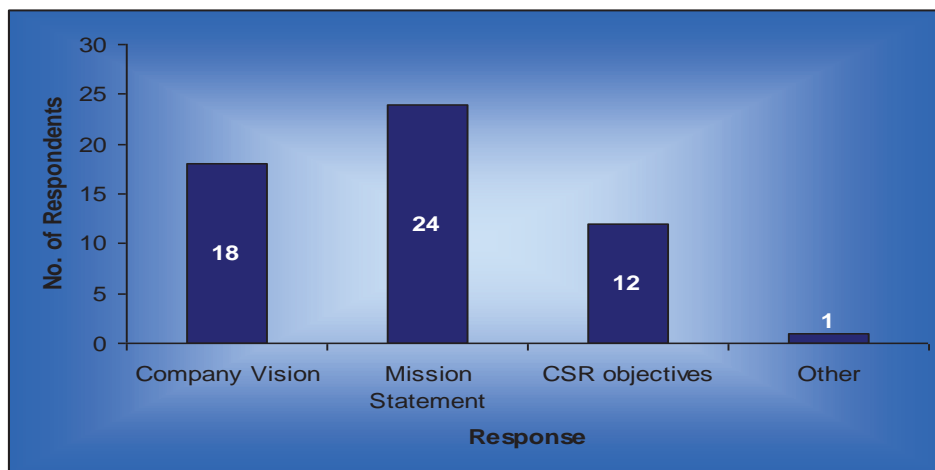
Figure (4.2) Internal Governance

Question (3)

Does your company adopt Corporate Social Roles and Responsibilities in performing its functions?	Yes	No
if "yes" go to question (4) if "no" go to question (7)		

Objective:

This question is a filter question that establishes whether the respondent actually   performs its CSR in the broader context.

Response:

The response to this question indicates that:

- 96% of SAQSF implement CSR in performing their QS functions.

- 4% of SAQSF do not implement CSR in its practice.

This response highlights that SAQSF are aware of their Corporate Social Responsibilities and adopt this role in its normal business functioning.
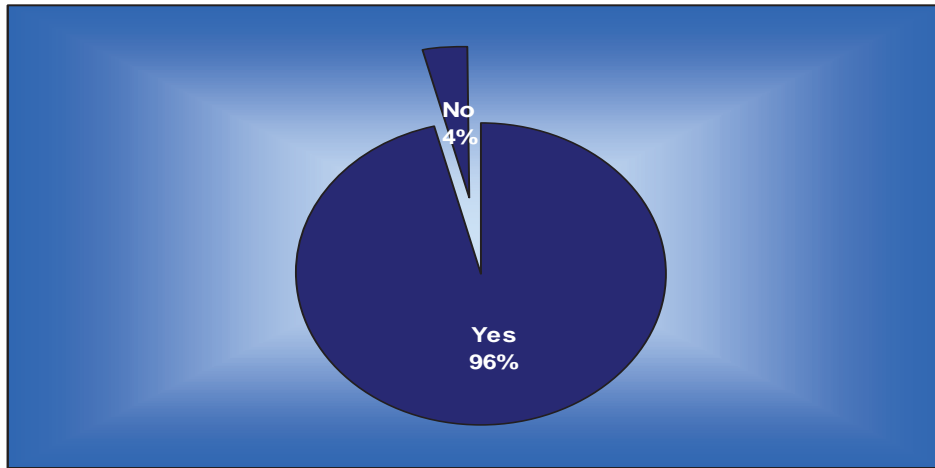
Figure (4.3) CSR and Business Functioning

Question (4)

Which of the following reasons encouraged your company to adopt CSR objectives? Please tick the appropriate box, you may tick more than one box	
• It can be used as a marketing tool	
• It is simply the right thing to do	
• It is a fad	
• All of the above	
• Other, please specify_____	

Objective:

This question allows the researcher to identify the reasons why SAQSF adopt CSR objectives in the daily functioning of their firms.

Response:

The data reveals that of the 26 respondents

- 17 respondents indicated that CSR can be used as a marketing tool.
- 16 respondents felt that CSR was simply the right thing to do.

- 3 respondents indicated other options, these are: Increased competitiveness (indicated by 2 respondents) and enhanced team building within the company.
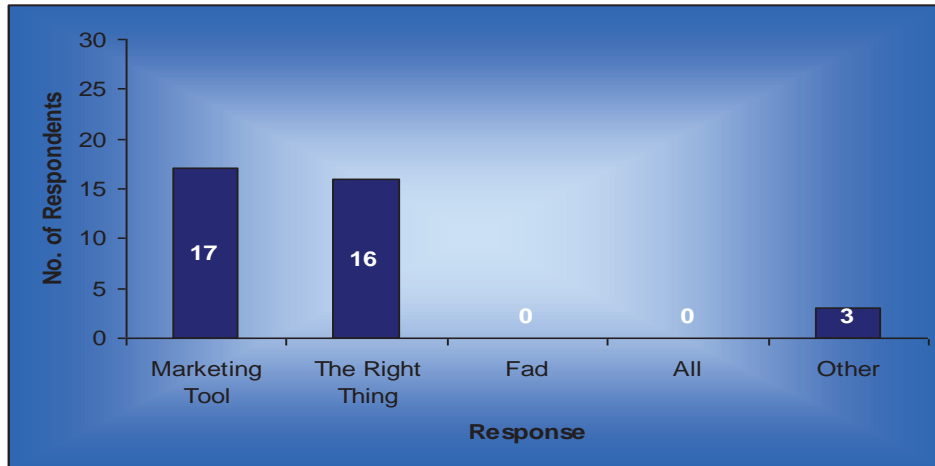
Figure (4.4) Reasons for Adopting CSR

<u>**Question (5)**</u>

How frequently does your firm's management refer to, or incorporate CSR during daily, weekly or board meetings? Please tick the appropriate box				
Never	**Rarely**	**Sometimes**	**Frequently**	**Always**

Objective:

By previously questioning whether the firm has adopted CSR objectives, it becomes imperative that the question of how frequently reference to CSR within the firm, is made.

Response:

In response to this question:

- 2 respondents answered that CSR is never mentioned in their meetings.
- 6 of respondents said that CSR is rarely mentioned.
- 14 respondents answered that CSR is only referred to sometimes at meetings.
- 4 respondents mentioned that CSR was referred to frequently in their firms.
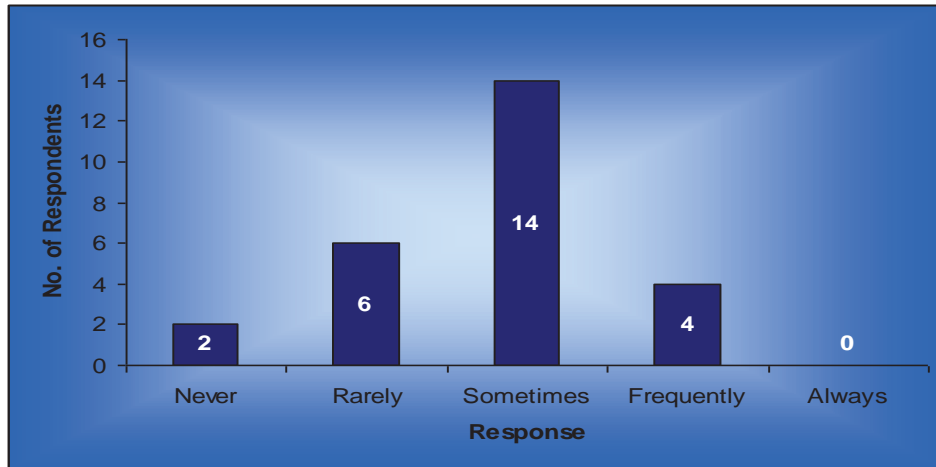
Figure (4.5) Reference to CSR at Meetings

Question (6)

Which of the following forms of social practice are carried out by your firm? Please tick the appropriate box, you may tick more than one box	
• Donations	
• Scholarly Bursaries	
• QS Services free of charge	
• Other, please specify_____	

Objective:

This question aims to seek out what type of social practice is put into practice, is carried out by SAQSF.

Response:

- 17 respondents mentioned that donations were often undertaken by their firms as a form of social practice.

- 22 SAQSF indicate that scholarly bursaries are the most common form of social endeavours carried out by the firm.

- 5 SAQSF highlighted that free QS services, is an option for their firm.

- 4 companies that indicated "other", responded with: Black Economic Empowerment initiatives, a "Toy Library Initiative", QS services at a discounted fee and reduced fees charged for community projects.
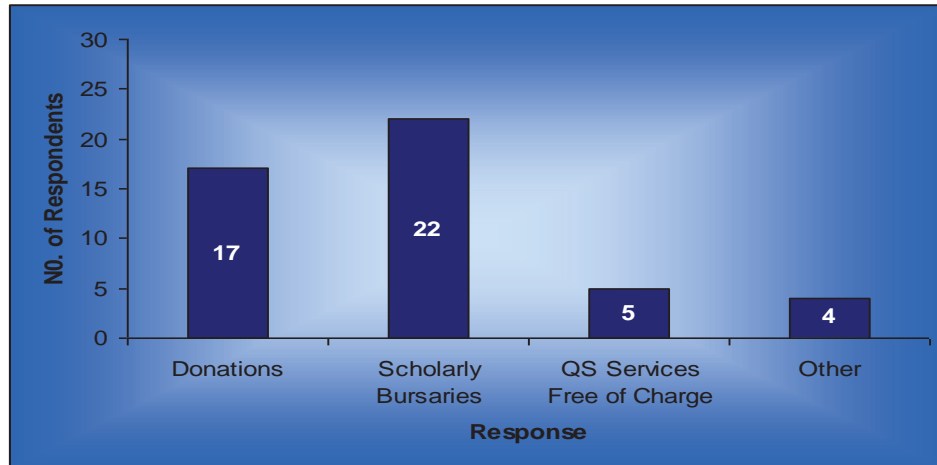
Figure (4.6) Social Practice

Question (7)

What are the reasons that hinder your firm from adopting a CSR perspective?	
Please tick the appropriate box, you may tick more than one box	
• It is not a mandatory objective	
• Our company does not fully understand its CSR	
• Time, money or energy constraints	
• All of the above	
• Other, please specify _____	

Objective:

As a result of the previous filter question (3), this question is aimed at understanding the obstacles that stop a firm from adopting CSR into the functioning of the company.

Response:

The respondent that indicated that his/her firm does not adopt CSR roles, mentioned that the reason for this is that the company does not understand its CSR and there are time, money and energy constraints, inherent in adopting a CSR. The respondent also highlighted that "adopting CSR objectives may not be profitable for a company, when there is sufficient other work to sustain the practice".
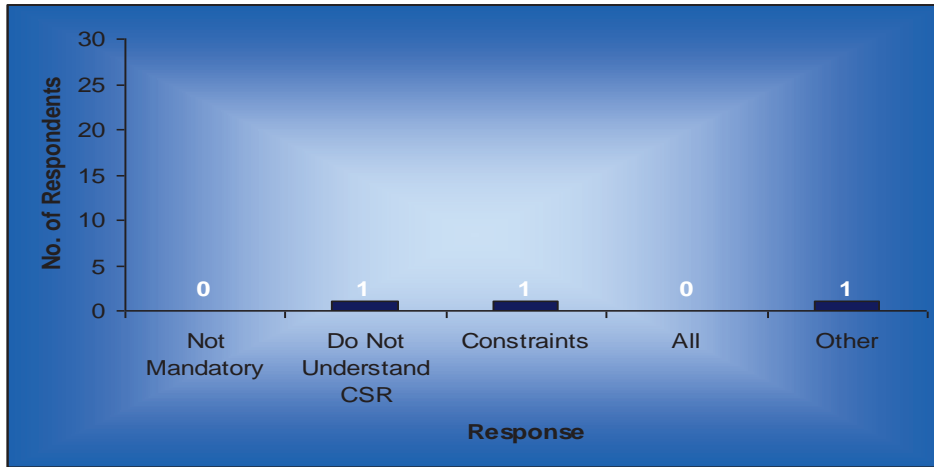
Figure (4.7) Obstacles to Adopting CSR

<u>**Question (8)**</u>

Do you believe that your firm should have a Corporate Social Responsibility?	Yes	No

Objective:

This question is intended to question the attitude of SAQSF toward CSR.

Response:

In response to this question 25 SAQSF believe that the firm should have a CSR. One company however, did not respond to the question and questioned the intent of the question.
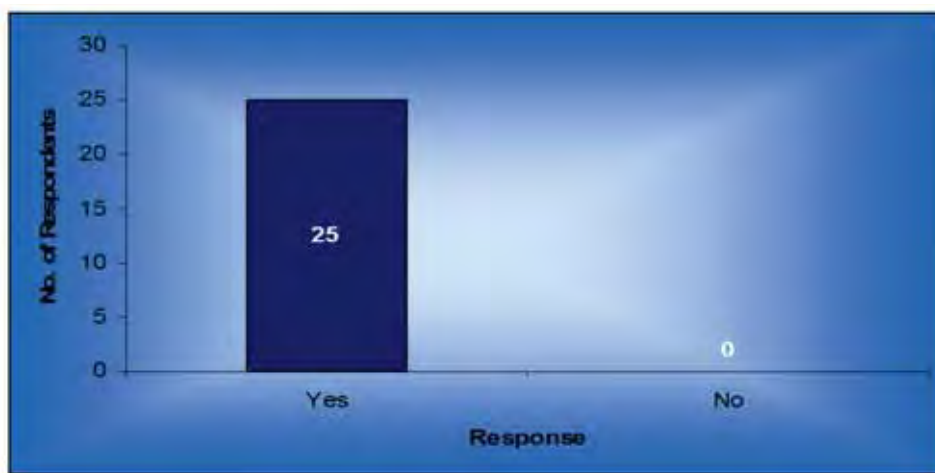
Figure (4.8) SAQSF Having A CSR

Question (9)

How well would you rank your firm's awareness towards Corporate Social Responsibility? Please select the appropriate ranking where 1=Never Aware and 5= Extremely Aware				
1	2	3	4	5

Objective:

This question measures the magnitude of awareness in terms of CSR within SAQSF.

Response:

In response to this question:

- 6 respondents chose "2" or sometimes aware.

- 12 SAQSF chose the middle value "3" or average, to rank their firm's awareness of CSR.

- 6 respondents indicated that their SAQSF is aware of CSR and chose "4".

- 2 respondents mentioned that their company was extremely aware, "5" of its CSR.

The mean was calculated to be 3,15, which complemented the median and mode which were calculated to be 3. This indicates the typical central tendency of the values and confirms the quality and homogeneity of the data.
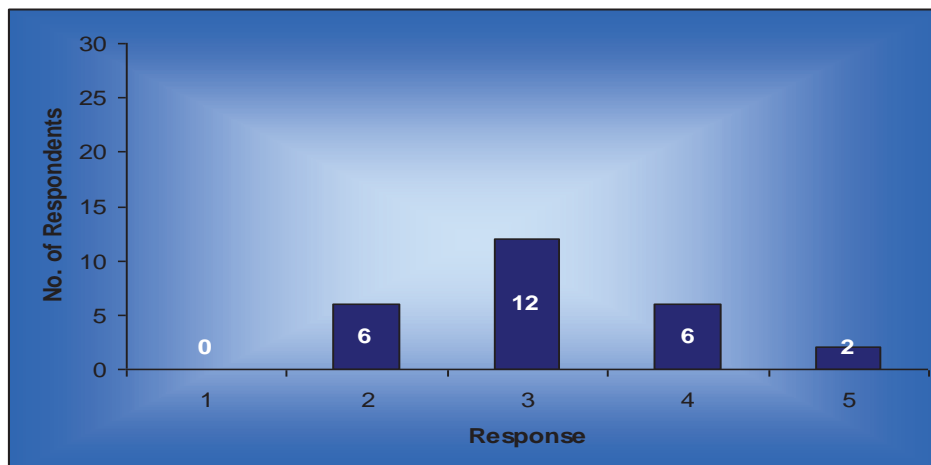
Figure (4.9) Awareness of CSR

Question (10)

Does your firm have an ethics officer?	Yes	No
If "yes", what is the role of your ethics officer? **Please tick the appropriate box, you may tick more than one box**		
• Motivator		
• Liaison		
• Spokesperson		
• Other, please specify _____		

Objective:

This question aspires to find out whether SAQSF have a single point of responsibility with regard to CSR in the firm. In this manner the question of whether an ethics officer has been appointed within the firm, as well as a definition of his/her role has been asked.

Response:

Of the 26 companies that responded:

- 38% of SAQSF said "yes", their company has appointed an ethics officer.
- 62% of companies answered that their firm does not have an ethics officer.

Of those companies that answered in the affirmative:

- 4 firms showed that the role of the ethics officers is as motivator
- 7 companies indicated that the role of the ethics officer is as a liaison.
- 4 companies mentioned that the role of the ethics officer is as a spokesperson.
- 3 SAQSF indicated other roles of the ethics officer: Human Resources Officer, person responsible for new employee recruitment and person responsible for general office functioning in terms of staff gatherings etc.
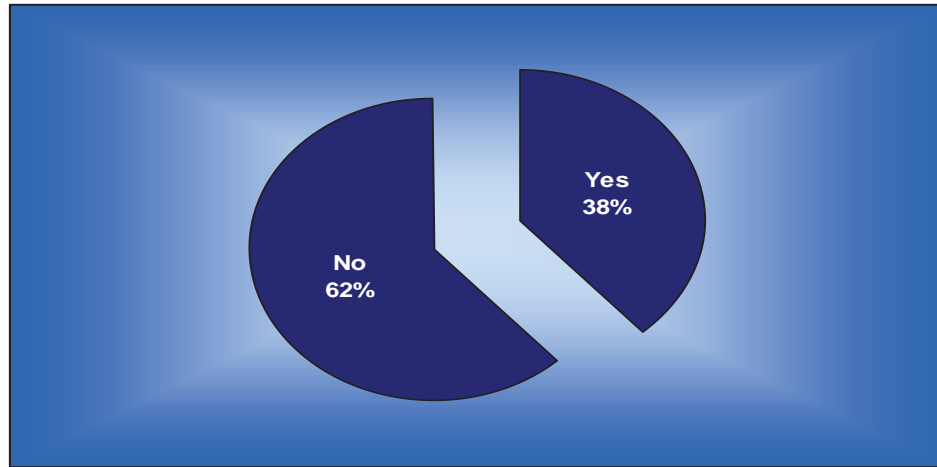
Figure (4.10.1) Ethics Officers in SAQSF
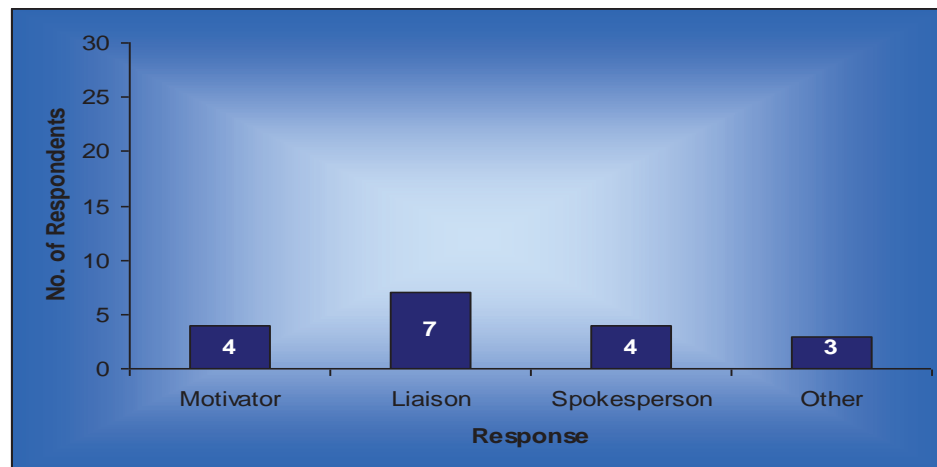
Figure (4.10.2) Role of the Ethics Officer

Question (11)

Do you believe that there is a need for CSR in South Africa?	Yes	No

Objective:

This question endeavours to find out whether SAQSF understands South Africa's social status as well as the companys' role in society.

Response:

- 96 % of the sample population believe that there is a need for CSR in South Africa.
- 4 % of SAQSF do not see a need for CSR in South Africa.
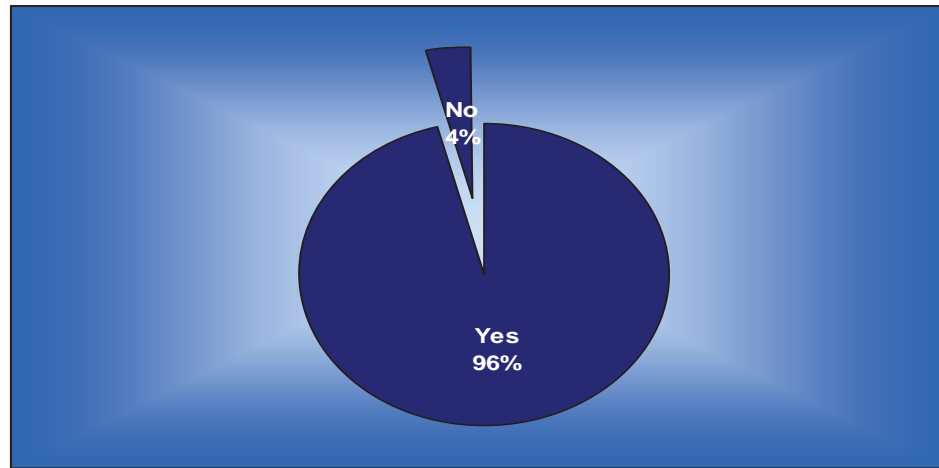
Figure (4.11) The Need for CSR in South Africa

Question (12)

Do you feel there is a severe housing problem for the poor in South Africa?	Yes	No

Objective:

This question is a direct question that allows the researcher to measure the awareness of SAQSF, of the housing problem in South Africa.

Response:

All 26 respondents indicated that there is a housing problem for the poor in South Africa.
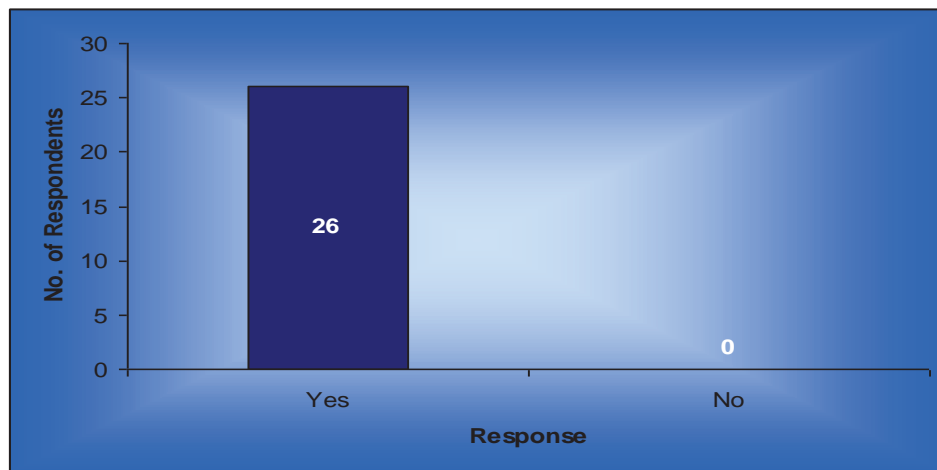
Figure (4.12) The Housing Problem for the Poor in South Africa

Question (13)

How severe do you think the problem is? Please select the appropriate ranking where 1=Not Severe and 5= Extremely Severe				
1	**2**	**3**	**4**	**5**

Objective:

Once questioned as to whether SAQSF perceive the housing problem in South Africa, it becomes important to measure the attitude towards the severity of the problem.

Response:

The data revealed that of the 26 respondents:

- 1 respondent indicated that the housing problem in SA is average, "3".

- 9 respondents mentioned that the housing problem is severe, "4".

- 16 SAQSF indicated that the housing problem is extremely severe, "5".

The mean was calculated to be 4.58 while the median and mode is 5. These figures relate well to each other and indicate increased value and homogeneity of the data.
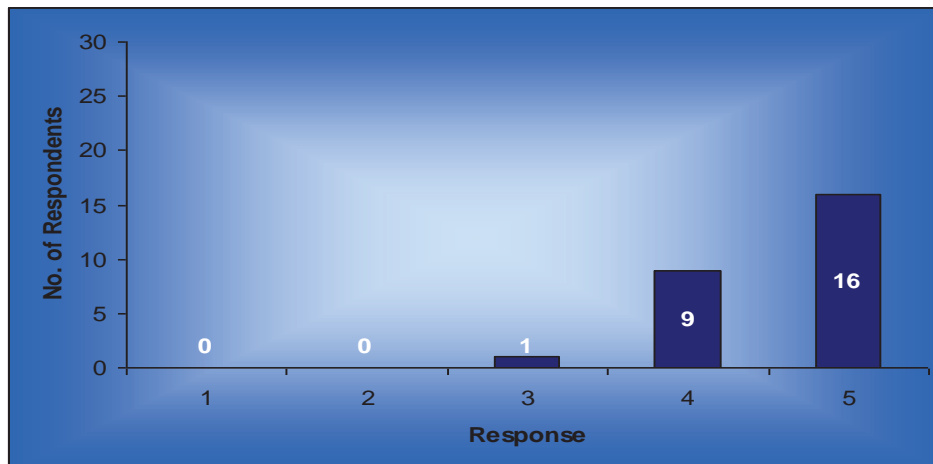
Figure (4.13) Severity of the Housing Problem in South Africa

Question (14)

Do you think that Quantity Surveying firms have a Corporate Social Responsibility in assisting to alleviate the Housing problem for the poor? If yes, please rank the importance of this role from 1-5 where 1= very low importance and 5 = very high importance				Yes	No
1	2	3	4	5	

Objective:

This question gives an important analysis and provides insight to the research. It aims at directly investigating the relationship between SAQSF and the concept of CSR as an approach to assist in alleviate the housing problem for the poor

Response:

All 26 SAQSF mentioned that they could play a role in alleviating the problem of housing for the poor in South Africa.

- 1 respondent highlighted that the importance of this role is very low, "1".
- 1 firm mentioned that this role has a low importance, "2".
- 16 respondents indicated that this role is of average importance, "3".
- 6 respondents that this role is of a high importance, "4".
- 2 respondents indicated that this role is of very high importance, "5".

The mean was calculated to be 3.27 while the median and mode was calculated to be 3. These figures relate well to each other and indicate increased importance and homogeneity of the data.
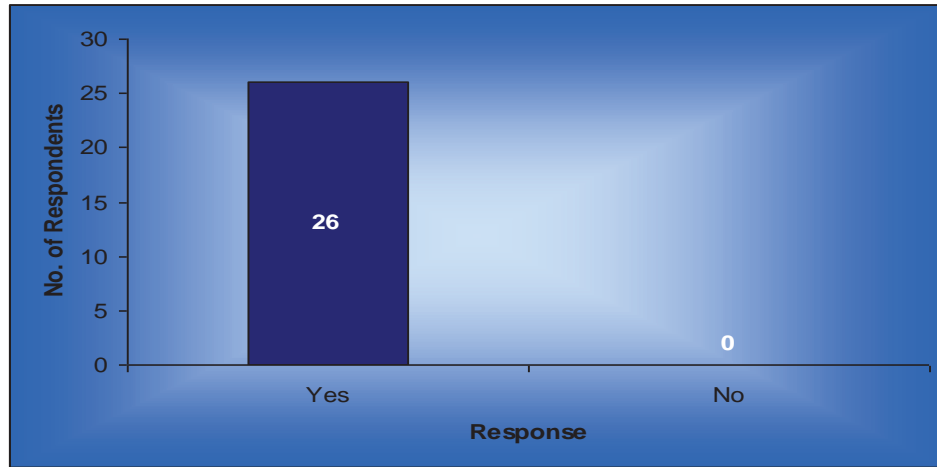
Figure (4.14.1) The South African Quantity Surveying Firm's CSR
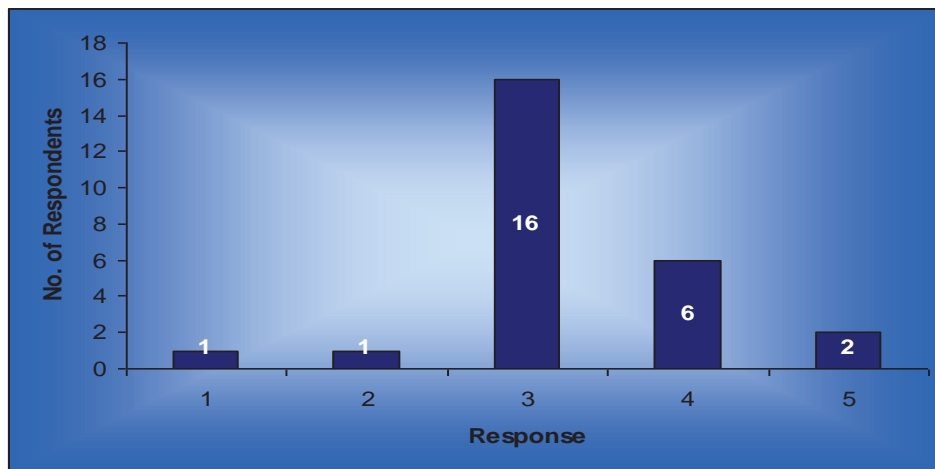
Figure (4.14.2) The Importance of SAQSF' CSR

Question (15)

Of the traditional Quantity Surveying roles listed below, which do you think may be applied in a social context, toward assisting in alleviating the problem of housing for the poor? Please tick the appropriate box, you may tick more than 1 box	
• Preliminary cost advice and approximate estimating	
• Cost planning including investment appraisal , life-cycle costing and value analysis	
• Contractual procurement and tendering procedures	
• Preparation of contract documentation	

• Evaluation of tenders received	
• Cash flow forecasting, financial reporting and interim payments	
• Final accounting and the settlement of contractual disputes	
• Cost advice during use by the client	

Objective:

This question gives a number of traditional quantity surveying roles as proposed by the literature. These allow the respondent to tick those quantity surveying roles he/she feels may be applied in a social context.

Response:

- 23 SAQSF indicated that Preliminary Cost Advice & Approximate Estimating may be applied toward assisting in alleviating the problem of housing for the poor.

- 13 respondents highlighted that Cost Planning including Investment Appraisal, Life-Cycle Costing & Value Analysis, may be applied in a social context, toward assisting in alleviating the problem of housing for the poor.

- 19 SAQSF mentioned that Contractual Procurement & Tendering Procedures may be applied toward assisting in alleviating the problem of housing for the poor.

- 17 companies indicated that Preparation of Contract Documentation may be applied in a social context, toward assisting in housing delivery for the poor.

- 19 SAQSF highlighted that Evaluation of Tenders Received may be applied to assist in housing delivery for the poor.

- 9 SAQSF indicated that Cash Flow Forecasting, Financial Reporting & Interim Payments could be applied toward assisting in alleviating the problem of housing for the poor.

- 12 respondents highlighted that Final Accounting & Settlement of Contractual Disputes may be applied in a social context toward assisting in alleviating the problem of housing for the poor

- 10 respondents mentioned that Cost Advice during Use by the Client could be applied in social context, toward assisting in alleviating the problem of housing for the poor.
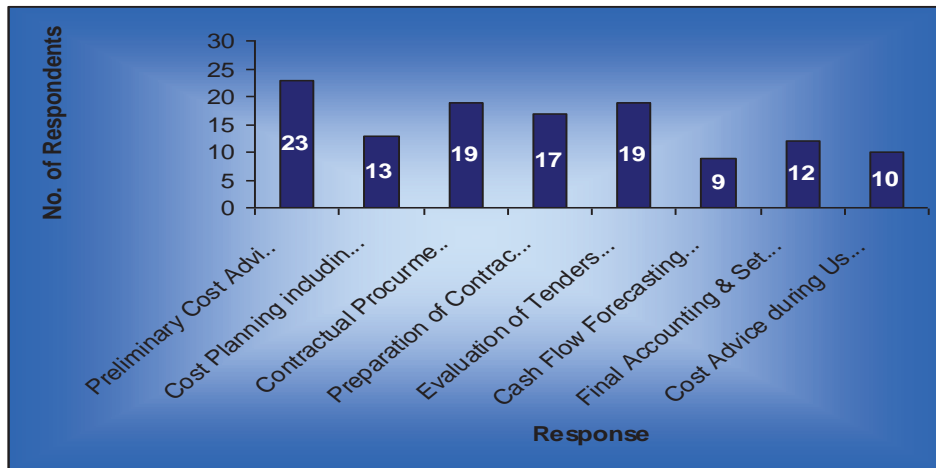
Figure (4.15) Quantity Surveying Roles & CSR

Question (16)

Do you think that CSR is an "unfunded mandate"?	Yes	No

Objective:

This question answers whether SAQSF feel that CSR is an obligation that unfairly requires company's to fund initiatives that should be sponsored by government.

Response:

- 18 respondents agreed with the statement, that CSR is an unfunded mandate.
- 4 SAQSF disagreed with the statement.
- 4 respondents did not answer this question.
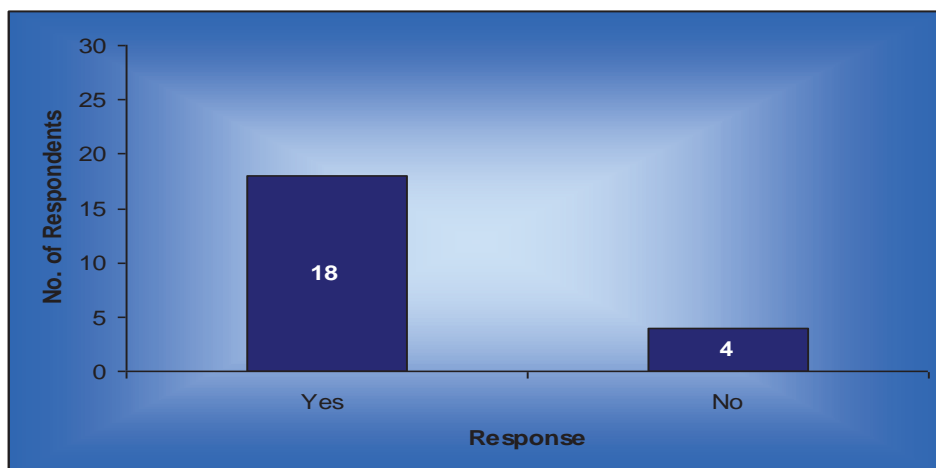
Figure (4.16) CSR: An Unfunded Mandate

Question (17)

What are the roles that the Quantity Surveying firm could play in these areas to assist in alleviating the housing problem for the poor in South Africa?	
Government	_____ _____
Society	_____ _____
Economy	_____ _____
Law	_____ _____
Technology	_____ _____

Objective:

This question is aimed at investigating the different aspects that make up the external environment of a company and assessing whether SAQSF sees its CSR within these areas.

Response:

In response to this question respondents highlighted a number of roles SAQSF can play in assisting government in alleviating the housing problem for the poor.

Government

Respondents mentioned that providing QS services such as "cost advice" and developing "feasibilities and estimates" for housing developments are some areas in which assistance could be given. Respondents highlighted that in providing quantity surveying services to government projects and developments, the profession may assist in "combating corruption".

Respondents also indicated that quantity surveying services could be offered using a "discounted fee structure" therefore charging discounted fees and rates, in keeping with current legislation on fee scales. In this way, SAQSF may assist in housing delivery solutions in the long term.

Society

In terms of assisting society, respondents indicated that "skills transfer" and increasing "end-user participation" in the construction process, are areas in which SAQSF may assist. Respondents also addressed the idea of assisting in decision making processes on "best value proposals". Another aspect that the research brought to light, is that the larger companies which currently conduct research in various aspects of the built environment, could shift their focus to research in housing provision for the poor. Donations to various organisations, such as cases where particular groups and associations require funding to assist in constructing religious buildings etc. were also mentioned as ways in which SAQSF may assist society. Workshops on tendering and pricing of housing developments as well as creating awareness of the housing problem for the poor in South Africa, within the quantity surveying profession using the ASAQS website and other professional bodys' newsletters as media, were highlighted as approaches that benefit society. Another avenue to consider is to upgrade and instigate remedial work, on existing housing developments within the community, as part of a wider perspective on assistance in housing development and delivery.

Economy

With regard to the South African economy, respondents highlighted that SAQSF could provide advice on more affordable and increased "value for money construction" on housing developments. This would in turn reflect lower inflation and higher growth rates, contributing positively to the economy. Other aspects highlighted were, assisting with "budgeting", "cash flow forecasting" and "cost analyses" of housing schemes. One respondent highlighted that if SAQSF were to assist in life cycle costing of a housing development, it could advise on ways to reduce the operating and maintenance costs of housing developments and contribute to its "sustainability". Adopting a "Proudly South African" stance and using only South African labour and materials, also contribute to an effective and efficient economy.

Law

In terms of the law and legislation, assisting with contract documentation and procurement processes as well as assisting in adjudication and evaluation of tenders were highlighted as means to assist in housing delivery for the poor. Using positions in councils and committees to increase awareness and create recognised, standardised guidelines on providing assistance on housing developments were also indicated as techniques to assist in housing developments for the poor, in terms of the law.

Another respondent highlighted the necessity to create simplified contractual agreements for housing developments and simultaneously assist emerging contractors.

Technology

"Value engineering" is an important aspect with reference to technology as it assists in creating innovative solutions and removing unnecessary cost of housing elements and therefore provides advice on cost effective methods of construction. Providing "design alternatives to current construction methods, processes and materials" is also an avenue to consider in terms of the technological aspect of housing delivery. Advising on and introducing "time-saving" methods of construction is also of benefit to housing delivery, in terms of accelerated delivery, given the magnitude of the homeless population in South Africa.

4.3.2   Data Analysis of the Unstructured Interview

(1)   The Housing for the Poor in South Africa

With regard to housing, all interviewees indicated that there is a definite housing problem for the poor in South Africa. Lack of finance, minimal planning, large numbers of homeless people and inadequate government resources are among the reasons mentioned, attributable to the housing problem for the poor in South Africa.

In order to facilitate responses to the question, "Do you think your company can assist government in housing delivery?" Interviewees were presented with the survey questionnaire results, where 25 out of 26 respondents indicated that they feel there is a need for CSR in South Africa, all 26 respondents see a severe housing problem for the poor in South Africa and most importantly that all respondents feel that SAQSF can assist in alleviating the housing problem for the poor.

One interviewee emphasised that SAQSF can definitely assist in housing delivery for the poor, "even if it's in a small way…donations for building supplies in a similar manner to which the Habitat for Humanity organisation functions or simply giving off some of your time to give professional advice" on housing developments, are some of the mechanisms SAQSF may employ to assist in housing delivery.

In terms of assisting government in housing delivery, one interviewee indicated that it is possible for SAQSF to play a Corporate Social Responsibility, in terms of housing delivery, however it is "idealistic" to expect the housing problem to be solved by SAQSF "single" involvement. He further elaborated that the role of SAQSF is "marginal" as "you could go to your local hardware store and get the amounts and rates" for most of the items in a simple housing scheme.

Another interviewee, who represents a company that previously assisted in the provision of low cost housing, mentioned, "sometimes these projects are not worth our while" consider the fact that "a stand costs approximately R 250,00" there is an "economic limit to cutting profit margins" and essentially "the company can assist but you have to draw a line".

One interviewee mentioned that while there is a definite housing problem in "our country" he was doubtful of whether SAQSF could play a role in alleviating this problem. "Housing is a huge issue, with many other factors that contribute to the problem". The interviewee highlighted his point with a personal example, divulging that his domestic servant was in need of a home, but with the bureaucracy in the townships regarding land tenure this was an arduous task and eventually he resorted to building a granny flat outside his own home, to shelter her. In this way he contributed to alleviation of the housing problem in a small, personal way.

(2)   The South African Quantity Surveying Profession

Currently most SAQSF undertake professional quantity surveying and sometimes project management and administrative roles, in various projects. Clients are generally private sector participants. With the recent influx of large-scale projects such as the new stadium, the airport etc, the industry is in a " somewhat favourable position".

One interviewee indicated that there is a definite changing role of SAQSF. As with any industry, "The nature of the industry has changed, technology has changed the way the office functions, so much so that soon we may be heading for a 'paper-less' environment". "There was a time when people were battling to get jobs, both as employees in a firm as well the firm was struggling to commission jobs…currently there's enough work so that everyone can have a piece of the pie…of course this will also change" with the cycles of 'boom' and 'bust', familiar to the industry. It can be seen that SAQSF

must therefore adapt and embrace these changes in order to comfortably compete in this constantly changing environment.

The second interviewee supported the first interviewee by indicating that the role of "not just the quantity surveying firm, but the corporate world in general, has changed and will continue to change". In terms of CSR, he mentioned that CSR is definitely the way forward in South African society and expressed his pleasure that research was being conducted in the quantity surveying sphere. "Most firms in our industry don't realise that it needs to play a corporate social role…its not a decision they make, but a simple lack of understanding and explanation". This highlights the need for this research, to create increased awareness in the built environment regarding Corporate Social Responsibility.

Another interviewee indicated that the role of SAQSF has not changed, however the environment in which "we operate" has changed. "We still perform the same tasks and duties, the same estimates and Bills (of Quantities)". This response underlined the fact that some SAQSF do not see a role of SAQSF, other than its traditional role.

All interviewees agreed that their companies carried out various forms of social practice. Some companies undertake research and make these results available to society at large, other firms award bursaries to students, as well as donate funds to organisations for the development of community facilities. Another company highlighted that "discounted fee structures" and "lower profit margins" on certain projects were also implemented. One interviewee highlighted that by "taking care" of its employees, ensuring a positive atmosphere in the working environment, creating an 'open door policy', among other aspects that create an encouraging office environment, also contribute to CSR in the wider sense of the definition.

(3)   The Concept of Corporate Social Responsibility

According to the interviewees, CSR refers to "business's responsibility to the people around them, their employees, clients etc as well as the environment in which we operate", "CSR is about taking care of business, without detriment to all resources employed" while carrying out the normal business functions of the firm and CSR refers to "sustainability, accountability and responsibility". These responses indicate that SAQSF understand the meaning of CSR.

All interviewees indicated that there is a need for CSR in South Africa. This is owing to the fact that "the country relies heavily on government, which in some cases is unable to deliver". One interviewee, however highlighted that CSR should not be used to "shift the responsibility" of the public sector to the private sector. Another interviewee elaborated the fact that while there is a need for CSR "we run a business and that's the bottom line".

One company indicated that it does not adopt a CSR perspective, simply because normal business functioning does not facilitate it. The other two interviewees indicated that their companies offer bursaries to students in return for employment, on a year-for-year basis as well as donations to different causes. One interviewee indicated that their company budgeted for CSR, "admittedly the budget or discounts we offer are minimal, but we can't change it without letting our shareholders know". Another important aspect that was mentioned, is that the "motives" behind implementing CSR should be carefully evaluated, because if it's just a "show" and not true to the actual "values of CSR" then it becomes a pointless endeavour.

(4)   The Corporate Social Responsibility Framework

The idea of the CSRF was welcomed as a new, innovative concept, however the basis of the framework and the mechanisms supporting the framework needed to be carefully explained to interviewees. All three interviewees understood the basis of the framework, in that on the one hand there is a severe housing problem for the poor in South Africa and on the other hand there are quantity surveying professionals who have knowledge and skill of the construction of buildings as well as its financial aspects. In this way, by developing a CSR perspective and using this as the avenue for the profession to apply this inherent knowledge and skill, SAQSF may assist in alleviating the housing problem for the poor in South Africa.

All interviewees agreed that the framework is a creative and novel idea, that contributes positively to the South African Quantity Surveying profession and society at large.

One interviewee indicated that while the framework is an excellent idea, it sometimes becomes a constraint to business functioning. "Sometimes a step-by-step guide is unnecessary and time consuming" when all that is needed is a simplistic procedure.

With regard to implementation of the framework, interviewees agreed that it is a good idea, however implementation requires time, effort and commitment. These resources are not always freely available, however if the CSRF is given considerable attention, then adapting it to suit the nature, size etc. of the company is definitely a feasible option.

Interviewees understood the link between housing for the poor, SAQSF and CSR, however it is clear that this positive response is a result of their familiarity with this research, the survey questionnaire and those questions previously asked in the unstructured interview. In response to whether this link was realistic, one interviewee indicated that although there is a role SAQSF may play in terms of housing delivery, actual implementation of the framework is "idealistic" however he would like to see what the research brings to the table.

Other interesting points that were brought to light, is that currently SAQSF are in "survival mode" where they are so "preoccupied with business" that it is unreasonable to expect the company to integrate CSR into their firms and invest in projects that are plainly not affordable or feasible.

On a more positive note one interviewee noted that "housing development has in the past, been largely contractor and developer driven" where the QS was essentially left out of the equation. There is however a definite role the QS may play during the "early-stage" of construction however these types of initiatives need to come through the association (ASAQS) and other professional bodies, in a top-down implementation strategy.

4.4   Summary of the Survey Questionnaire Findings

1)   CSR is a concept that SAQSF recognise and have used before.
2)   Varying options reflects the internal governance of average SAQSF, however the mission statement of the company is most widely used to reflect internal governance.
3)   Most SAQSF adopt a CSR perspective in carrying out their daily business functioning.
4)   CSR is recognised and mostly utilised as an effective marketing tool, by SAQSF.
5)   CSR is incorporated in the agenda of SAQSF meetings, on an irregular basis.
6)   Awarding of student bursaries is the most common form of Corporate Social Responsibility carried out by SAQSF.

7)   There are obstacles to the implementation of CSR, such as time, money and energy constraints on the part of SAQSF.

8)   Almost all SAQSF believe that their company should have a CSR.

9)   Most SAQSF are moderately aware of their company's CSR.

10)   The position of an ethics officer within SAQSF is a new idea, however the most common role of those companies that do have an ethics officer, is that of a liaison, with the public, student and authoritative bodies etc.

11)   There is a definite need for CSR in South Africa.

12)   All SAQSF indicate that there is a simultaneous housing problem for the poor in South Africa.

13)   The severity of this housing problem is extremely high.

14)   SAQSF indicate that companies have a pivotal CSR to play, however this role is of average importance.

15)   All the traditional roles of SAQSF may be employed in a corporate social context, towards assisting government in housing delivery for the poor, on varying levels.

16)   There is a large belief that CSR of companies is an obligation, for which funds are scarce.

17)   SAQSF have innovative corporate social roles, which may be employed in areas of government, society, economy, law and technology.

The survey questionnaire findings complement the research by supporting the literature review.

4.5   Summary of the Unstructured Interview Findings

- There is a severe housing problem for the poor in South Africa.

- The South African government requires assistance in delivering housing for the poor.

- The South African quantity surveying profession recognises this problem and acknowledges that it has a Corporate Social Responsibility, in terms of applying its traditional roles in a social context.

- SAQSF identify with the concept of CSR and understand that CSR may be used as an avenue to assist government in housing delivery for the poor.

- The primary role of the company is profit-seeking and the company's duty to shareholders, therefore the integration of CSR into SAQSF should not detract from fundamental corporate objectives.

The unstructured interview findings support the literature review and survey questionnaire results, therefore complementing the research.

4.6   Conclusion

The data collected and analysed in this chapter, contributes valuable practical insight to the research and assists in developing the CSRF. This chapter presents the responses collected from the survey questionnaire and unstructured interview. An analysis of the data collected from the survey questionnaire and unstructured interview has been highlighted in this chapter therefore providing rich information on the subjects of this dissertation, the housing problem for the poor in South Africa, South African Quantity Surveying Firms, Corporate Social Responsibility and the Corporate Social Responsibility Framework.

CHAPTER 5

THE CORPORATE SOCIAL RESPONSIBILITY FRAMEWORK

5.1   Introduction

T he Corporate Social Responsibility Framework developed through this research, represents a direct contribution to the original body of knowledge. This chapter presents the need for the framework as well as its aim and objectives. The framework is developed through the integration of theoretical and practical information gleaned through this research, thus a theoretical description and a functional description of the framework is presented in this chapter. The benefits and simultaneous limitations of the framework are also highlighted in this chapter.

5.2   The Corporate Social Responsibility Framework

A framework is described as a structure for describing a set of concepts, methods and technologies required to complete a product process and design (Engineering Data Management Service, EDMS, 2007). A framework should provide a supporting basis for a particular process or product. The Corporate Social Responsibility Framework (CSRF) (hereinafter referred to as "the Framework" or the "CSRF") is a proposed framework, that is used to integrate CSR into the daily business functioning of SAQSF, as an approach to assist in solving the housing problem for the poor, in South Africa. It describes the functions that SAQSF have to adopt, in order to effectively support government housing initiatives.

5.2.1   The Need for the Corporate Social Responsibility Framework

The International Organisation for Standardisation (ISO) articulate that as more companies and organisations decide that they must address the principles and concept of CSR, there is a simultaneous increasing need for tools to help them to define and address what CSR means and how to implement it in their business. (IISD, 2002). Thus the need for this CSRF is ascertained by the international recognition of CSR tools that may be used to assist integration of CSR into companies.

The necessity for the CSRF is also established from the importance of supporting national government housing initiatives for the poor. The housing problem for the poor in South Africa is a huge challenge, which requires the unified effort of all sectors of society. (South Africa info, 2007). In order for housing developments to be sustainable, contributions are needed from all segments of society, including the public and private sector, communities, non-governmental organisations (NGOs), as well

as individuals. This view is supported by Mia and Othman (2007) who underline that the pivotal role played by South African Quantity Surveying Firms in the construction industry coupled with its practical experience in the financial aspects of construction projects highlights utilising the quantity surveyors' expertise, in assisting to alleviate the housing problem for the poor. This therefore highlights the need to integrate CSR into SAQSF as the quantity surveying professions' contribution, toward assisting in solving the housing problem for the poor in South Africa.

5.2.2   Aims and Objectives of the CSRF

The Corporate Social Responsibility Framework is an innovative business improvement tool designed to improve the performance of South African Quantity Surveying Firms, through supporting the government initiatives towards housing developments for the poor. It aims to integrate the concept of the Corporate Social Responsibility into South African Quantity Surveying Firms as an approach, to assist in solving the housing problem for the poor. Essentially the CSRF is a unique and innovative business improvement tool designed to integrate CSR into SAQSF, as an approach to support government efforts in delivering housing for the poor.

5.3   The Descriptions of the Corporate Social Responsibility Framework

The CSRF developed through this research, is an ideology based on understanding the traditional roles that are undertaken by SAQSF on a daily basis and applying these roles in a social context. As a result of SAQSF' inherent knowledge in construction and costs thereof, CSR refers to housing for the poor. This concept realistically analyses SAQSF and the key role it can play in contemporary society.

This concept of integrating CSR in SAQSF as an approach to assisting government in solving the housing problem for the poor in South Africa, is represented in a theoretical or conceptual manner as well as in a practical or functional manner. As a result of the research, dealing with SAQSF, the latter representation is based on corporate business models.

5.3.1   The Theoretical Description of the CSRF

The theoretical CSRF is based on systematic and gradual levels of integrating the concept of Corporate Social Responsibility into SAQSF (Mia and Othman, 2007), see figure (5.1). The three levels of the CSRF are: Principles, Strategies and Methods, see table (5.1).
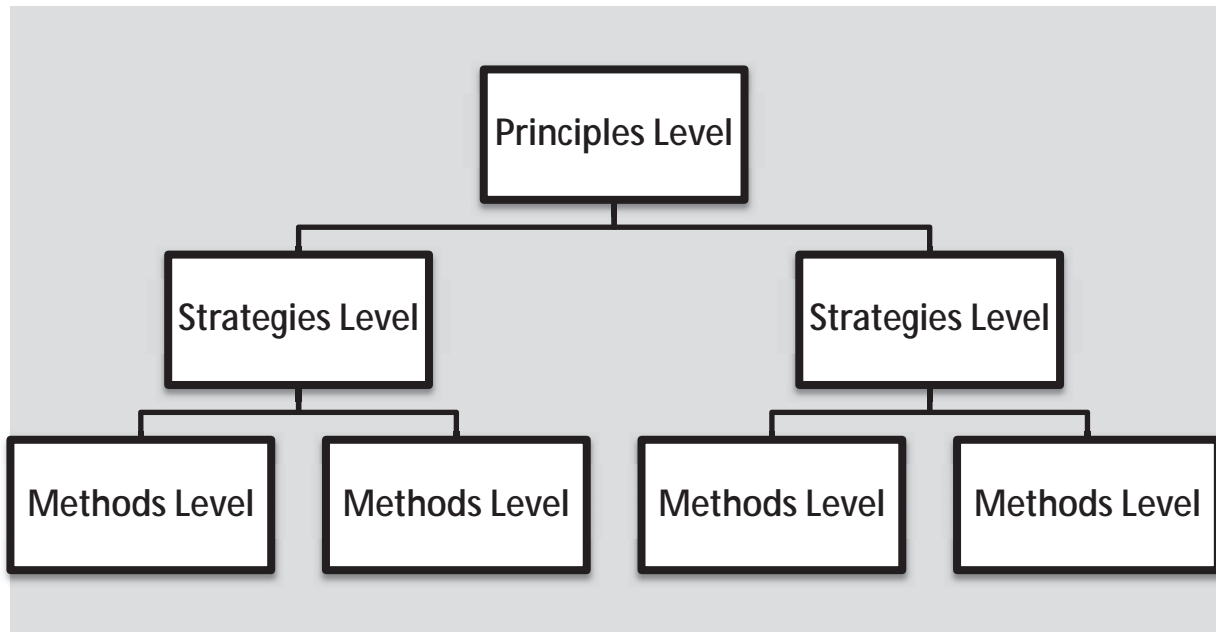
Figure (5.1) The Levels of the Corporate Social Responsibility Framework

Table (5.1)   The Structure of the Corporate Social Responsibility Framework

(Mia and Othman, 2007)

(1)   The Principles of the Corporate Social Responsibility Framework

The principles of the CSRF form the foundation of the framework itself and are the underlying philosophy of the framework (Mia and Othman, 2007). These principles correlate with the three fundamental aspects of this research, the housing problem for the poor in South Africa, the South African quantity surveying profession and the concept of CSR see figure (5.2).
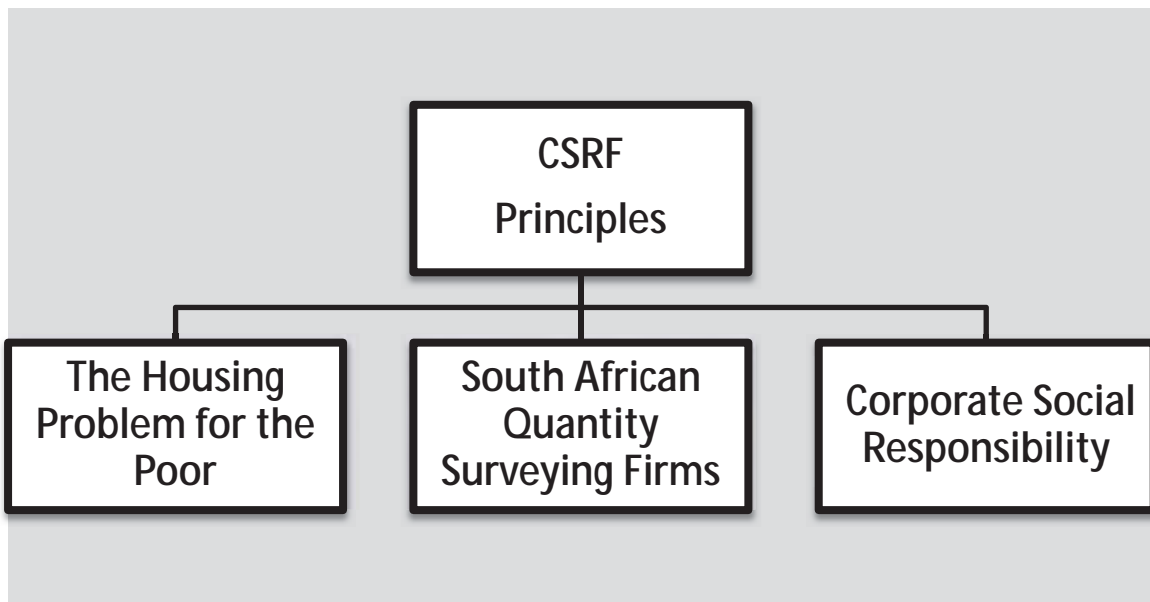
Figure (5.2)   Principles of the Corporate Social Responsibility Framework

(2)   The Strategies of the Corporate Social Responsibility Framework

The strategies of the framework are the different approaches utilised to put the principles into action. The strategies of the framework are based on two combined aspects, namely, the external environment of the company, which is made up of the government, society, economy, law and technology (Spencer and Pruss, 1992) and Carroll's (1979) definition of Corporate Social Responsibility, where the surrounding environment of every firm consists of economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities. The elements of the surrounding environment assimilated with the different types of Corporate Social Responsibilities form the strategies that will achieve the aforementioned principles, see figure (5.3).
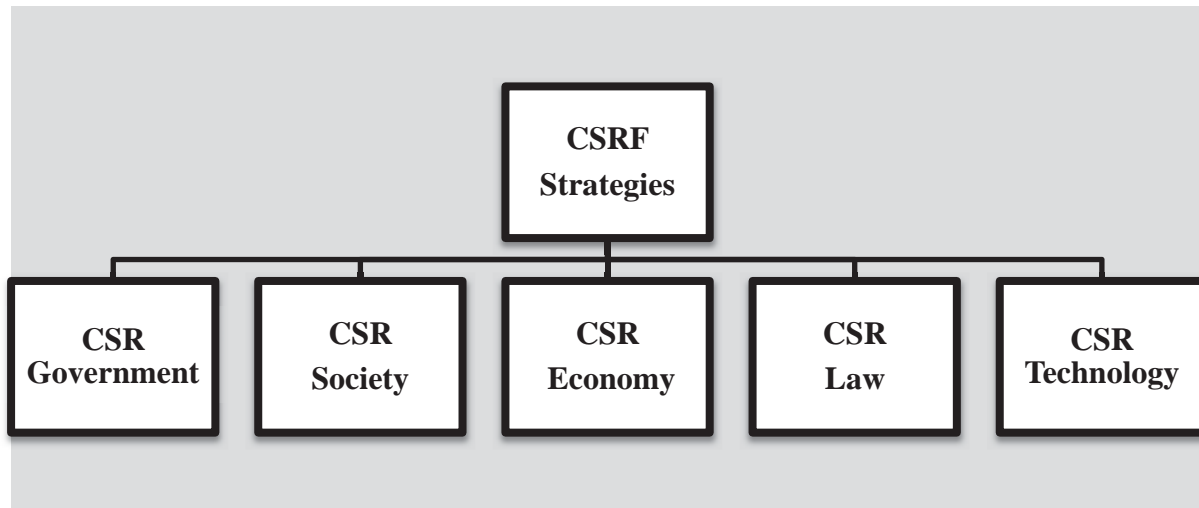
Figure (5.3)   Strategies of the Corporate Social Responsibility Framework

(3)   The Methods of the Corporate Social Responsibility Framework

The methods of the CSRF are the ways in which CSR is integrated in SAQSF. These are the tools and action plans that will be used to accomplish each of the different strategies of the CSRF and ultimately the principles of the CSRF.

(4)   The Traditional Role of South African Quantity Surveying Firms

In order to identify these methods it is essential to understand the traditional roles of SAQSF and to improve these roles, to reflect the concept of CSR as an approach to assist in solving the housing problem for the poor in South Africa.

The traditional roles of SAQSF are:

- Preliminary cost advice and approximate estimating.
- Cost planning including investment appraisal, life-cycle costing and value analysis.
- Contractual procurement and tendering procedures.
- Preparation of contract documentation.
- Evaluation of tenders received.
- Cash flow forecasting, financial reporting and interim payments.
- Final accounting and the settlement of contractual disputes.
- Cost advice during use by the client (Willis and Ashworth, 1987).

- **Preliminary cost advice and approximate estimating**

  Cost advice refers to the quantity surveyor's guidance regarding the proposed price and budget of building projects. Often this initial guidance occurs in the briefing stage of the proposed project and should the project be accepted, this cost advice continues for the duration of the project and sometimes post-project, in terms of maintenance and facilities management. Approximate estimating refers to the task of originating a preliminary cost estimate of the proposed building project. Such estimating techniques include 'superficial area estimates' and 'elemental estimates'. In this manner, the quantity surveyor provides a basic price for the intended building project, that is liable to fluctuate with external factors, such as time, interest rates, specifications and variations (Mia and Othman, 2007).

- **Cost planning including investment appraisal, life-cycle costing and value analysis**

  This role requires the quantity surveyor to evaluate the capital outlay in a particular project and decipher whether the investment is viable or not. In this manner the entire life-cycle costs of the project, which include acquisition, operating and maintenance costs, must be assessed as well as the final value of the proposal techniques such as net present value and future values, in an attempt to glean the feasibility and best value, of the project (Mia and Othman, 2007).

- **Contractual procurement and tendering procedures**

  The quantity surveyor is often the party that advises on the tendering and procurement procedure and policy of the building project. His/her role requires the facilitation of the tendering process with contractors as well as explaining the procurement process to the client, often as a form of mediator (Mia and Othman, 2007).

- **Preparation of contract documentation**

  Contract records and certification between the client, contractor and other parties (Mia and Othman, 2007).

- **Evaluation of tenders received**

  Tenders are evaluated by the quantity surveyor in conjunction with the client, either through a closed-tender or an open-tender process. In both processes the tender bids of each contractor is evaluated against time, cost and quality parameters, with cost historically taking a foremost role

in the decision process. With the implementation of Broad Based Black Economic Empowerment (BBBEE) practice, tenders are also evaluated in conjunction with BBBEE ratings as a form of affirmative procurement procedure. Essentially the quantity surveyor advises the client on deciding which tender is the most suitable to be chosen according to client specified requirements and project objectives (Mia and Othman, 2007).

- **Cash flow forecasting, financial reporting and interim payments**

  In general the quantity surveyor is the cost engineer in any project. In keeping with this term, he/she facilitates all the costing and budgeting procedures in a building project. Cash flow forecasting is required to give the contractor an idea of when money will be available to him so that he may plan his operations. Financial reporting measures are required so that all parties, especially the client are aware of the financial implications of the decisions made as well as the status of the budgets and costs of the project, during its duration. Interim payments and payment certificates are issued by the quantity surveyor to identify outstanding amounts either payable to the contractor or to be received as a credit from the contractor, for construction work undertaken (Mia and Othman, 2007).

- **Final accounting and the settlement of contractual disputes**

  The quantity surveyor fulfils the task of re-measuring all construction work at completion, to ascertain the final cost of the new built project and to calculate the balance of outstanding amounts. During the contract changes to design and specification may have been carried out, therefore resulting in deviations from the initial estimates and budget. In this way the quantity surveyor has the task of tying up loose ends, regarding monies, a task made much simpler if interim payments and certificates are properly administered. Contractual disputes are bound to arise during the course of building work, between client, contractor, architect etc. The rulings of such disagreements will be governed by the aforementioned contractual data. The quantity surveyor's role lies in settling disputes regarding items that result in costs exceeding proposed budgets and other disagreements between the parties to a contract (Mia and Othman, 2007).

- **Cost advice during use by the client**

  Often the quantity surveyor is called upon during the 'life' of the building to serve a maintenance and management role, similar to that of the "facilities manager". In this sense the

quantity surveyor directs and recommends the client on future capital outlay invested in the project. Frequently, the relationship created between client and consultant is repeated, when clients are satisfied with the quantity surveyor's service and intend developing further projects and thus would like to extend the already established client-consultant professional relationship (Mia and Othman 2007).

(5)   Integrating Corporate Social Responsibility into South African Quantity Surveying Firms to Assist in Solving the Housing Problem for the Poor in South Africa

The integration of the concept of CSR into the traditional role SAQSF is categorised under the different methods of the CSRF. The integration of CSR into SAQSF is focused on solving the housing problem for the poor in South Africa

a) SAQSF and CSR Government

- Assisting the government by advising the Department of Housing on the approximate cost of proposed housing developments.
- Estimating of forecast prices to advise the government, on the estimated expenditure on a particular housing scheme.
- Advising the government on the use of substitute materials that are durable as well as cost effective.
- Suggesting strategies for energy efficient housing and the use of alternative building methods and materials.
- Assisting the government in deciding the feasibility of proposed projects through appraising the investment of housing developments, taking into account the lifecycle costs and value of the project.
- Expediting the supply of basic services which hinders the delivery of housing for the poor (Mia and Othman, 2007).

b) SAQSF and CSR Society

- Promoting end-user involvement in the design process, reducing the cost of modifications, later in the building process.
- Producing simple documents for cash flow forecasting, financial reports and interim payments.

- Promoting positive partnerships between SAQSF and other engineering disciplines, therefore improving information and experience exchanges which results in improved housing developments.
- Offering training courses and jobs for recently graduated quantity surveyors as well as sponsoring undergraduate students (Mia and Othman, 2007).

c) SAQSF and CSR Economy

- Clarifying and thoroughly investigating the cash flow, zoning and building regulations of housing developments for the poor, allowing for transparency, accountability and better management of government expenditure.
- Encouraging using local products and labour, helps improve the national economy and reduce the number of unemployed people in South Africa (Mia and Othman, 2007).

d) SAQSF and CSR Law

- Facilitating the legal requirements to speed up the release of land and loans.
- Stating rules to encourage SAQSF to integrate CSR into the firm and play an important role in supporting government housing initiatives.
- Improving the guiding rules and parameters for evaluating tenders and contractors selection to achieve best value for money (Mia and Othman, 2007).

e) SAQSF and CSR Technology

- Utilising the benefits of information management and information technology to facilitate the procurement and tendering processes as well as the communication between parties.
- Reducing the professional time required for work completion through exploiting the identical, simple and repeated design of housing developments as well as utilising simple, repetitive contract documentation. (Mia and Othman, 2007)

5.3.2   The Functional Description of the CSRF

The functional description of the CSRF is designed to guide SAQSF in integrating CSR into its organisations. IDEF0 notation is used to represent the functional description of the framework and consists of the following activities:

(1)   Identify Area of Improvement

(2)   Establish Improvement Objectives

(3)   Develop New Roles of SAQSF

(4)   Implement the Developed Roles of SAQSF

The ideology of the functional description of the CSRF explains the set of inter-related, objectives that must be met by SAQSF, in four stages, in order to integrate CSR into SAQSF as an approach to assist in solving the problem of housing for the poor in South Africa. At each stage a number of 'mechanisms' are utilised to achieve the objective and 'controls' are used to direct or channel the process.

(1)   IDEF0 Notation

IDEF0 is an acronym for Integration Definition for Process Modelling – 0 and is a method used to model a business and the processes that occur within this business (Viewpoint, 2004). IDEF is a product of the United States Air Force, was created in the seventies and is used today for business improvement efforts (Wikipedia 2007d). In this research, SAQSF have been modelled using IDEF0 notation while the function is to integrate CSR into SAQSF.
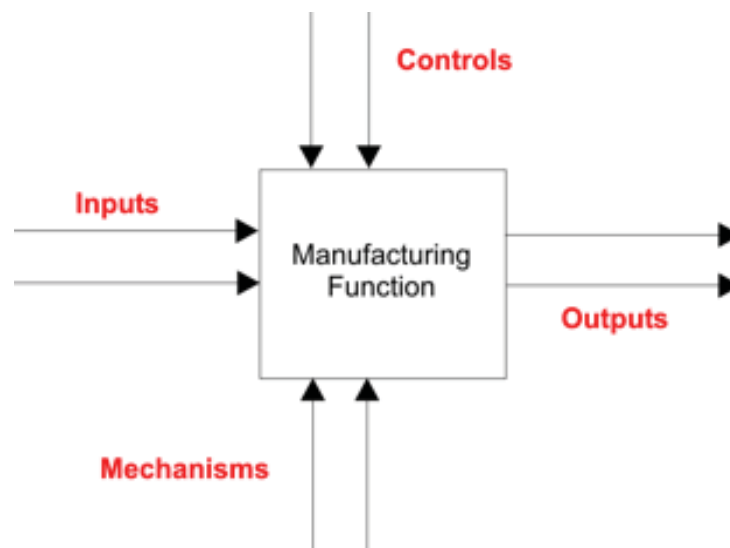
Figure (5.4)   The IDEF0 Diagram (Knowledge Based Systems Inc, 2006)

Demirag *et al* (2007) defines the contents of the IDEF-0 as:
- Inputs, which trigger the activity.
- Controls, which guide or regulate the activity.

- Mechanisms, which are systems, people, or equipment used to perform the activity.

- Outputs, which refer to the results obtained from performing the activity. See figure (5.4).

(2)   The Contents of the CSRF

i.   The practical CSRF, based on IDEF0 consists of six diagrams. See table (5.2)

ii.   Integrating the Concept of CSR into SAQSF as an Approach to Assist in Solving the Housing Problem for the Poor in South Africa, CSRF/A0, presents the overall picture and underlines the fundamental aim of the research, see figure (5.5).

iii. The second diagram is a decomposition of the first diagram, and essentially breaks up the first diagram into the four aforementioned stages of CSR integration, see figure (5.6).

iv.   Identify Area of Improvement, CSRF/A1, magnifies the first stage of the practical CSRF, see figure (5.7).

v.   Establish Improvement Objectives, CSRF/A2, magnifies the second stage of the functional CSRF, see figure (5.8).

vi.   Develop New Roles of SAQSF, CSRF/A3 highlights the third step of the framework, see figure (5.9).

vii. Develop New Roles of SAQSF, CSRF/A4, represents the final step of integration, see figure (5.10).

Table (5.2)   Node Index for The Corporate Social Responsibility Framework

Diagram Reference		Description
CSRF/A0		**Integrating the Concept of CSR into SAQSF as an Approach to Assist in Solving the Housing Problem for the Poor in South Africa**
	CSRF /A1	**Identify Area for Improvement**
	CSRF /A2	**Establish Improvement Objectives**
	CSRF /A3	**Develop New Roles of the SAQSF**
	CSRF/A4	**Implement the Developed Roles of SAQSF**

Node: CSRF/A0	Title: Integrating the Concept of CSR into SAQSF as an Approach to Assist in Solving the Housing Problem for the Poor in South Africa
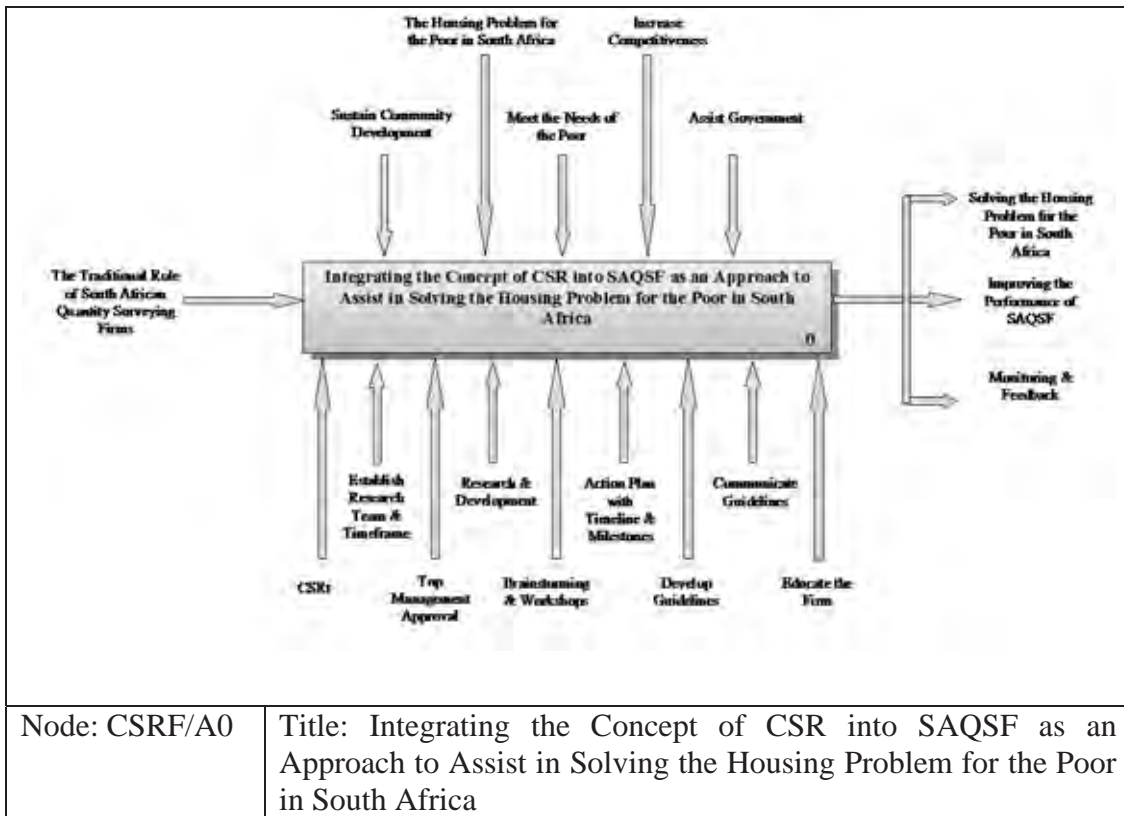
Figure (5.5)   The Top-Level Diagram for the Corporate Social Responsibility Framework

Node: CSRF/A0	Title: Integrating the Concept of CSR into SAQSF as an Approach to Assist in Solving the Housing Problem for the Poor in South Africa
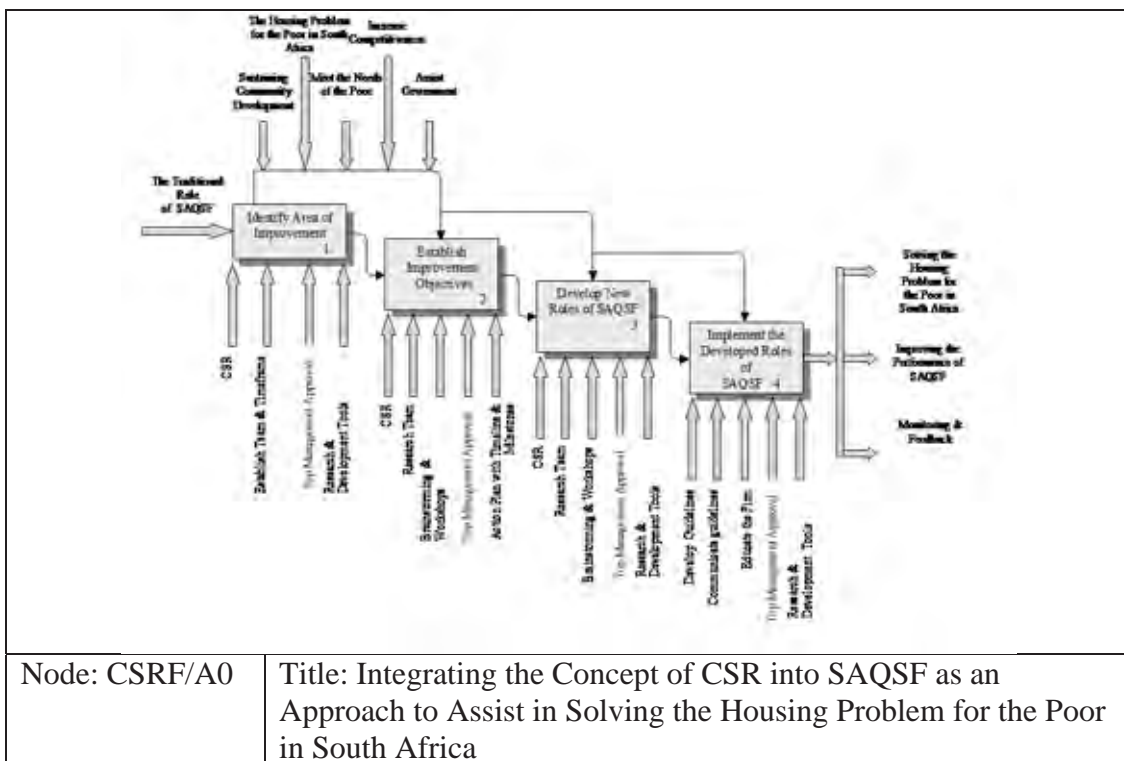
Figure (5.6)   The Four Main Steps of the CSRF

Identify Area of Improvement

The 'Identify Area of Improvement' function, see figure (5.7) is a decomposition of box 1 in the CSRF/A0 diagram figure (5.6). This function aims to identify the area that needs improvement, in SAQSF. The input of this function is the traditional role of SAQSF. The mechanisms involved in this step are gaining an understanding of the concept of CSR, establishing the research team and timeline. Gaining top management approval is essential as well as research and development tools have to be used to carry out this function. The controls for this step are sustaining community development, the housing problem for the poor in South Africa, meeting the needs of the poor, increasing competitiveness and assisting government. The output of this function is improving the traditional role of SAQSF.

| Node: CSRF/A1 | Title: Identify Area of Improvement |
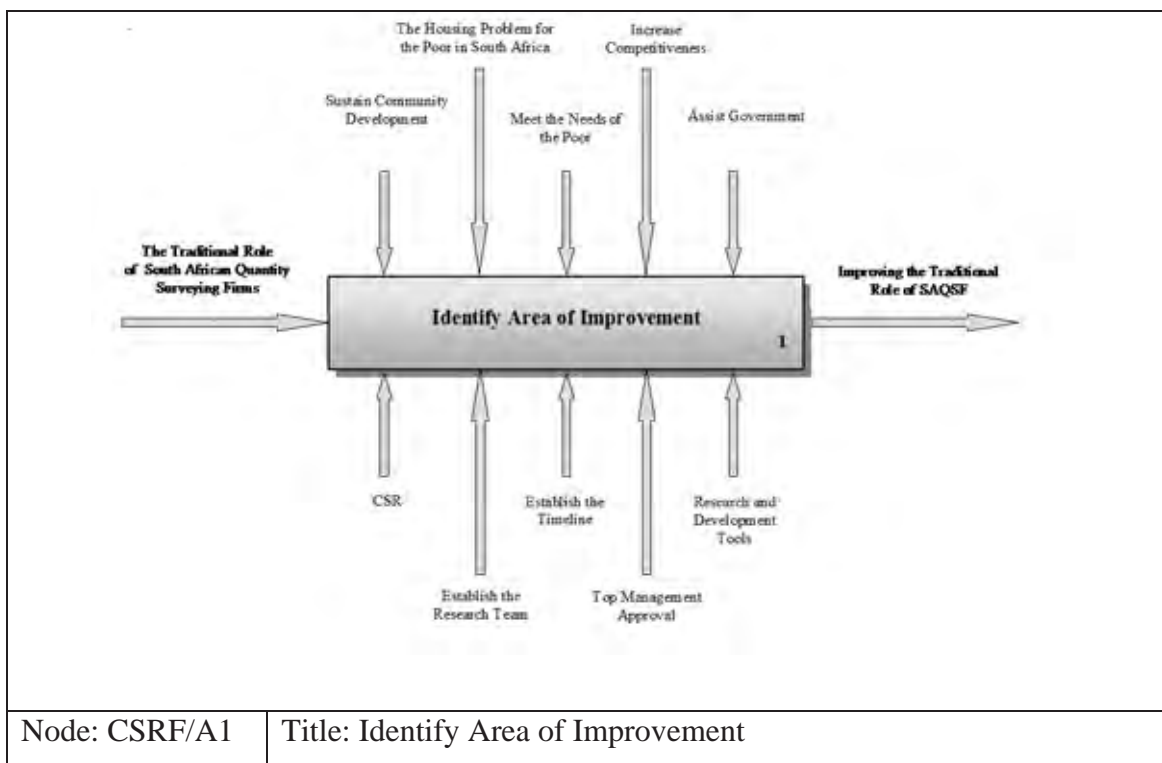
Figure (5.7)   Identify Area of Improvement

Establish Improvement Objectives

The 'Establish Improvement Objectives' function, see figure (5.8) is a decomposition of box 2 in the CSRF/A0 diagram figure (5.6). This function aims to establish the improvement objectives. The output of the previous function is the input of this function.

The mechanisms of this step include, understanding the concept of CSR, the research team, brainstorming and workshops, gaining top management approval as well as developing an action plan

with a timeline and milestones. The factors that control the establishment of improvement objectives remain the same as in the previous function, sustaining community development, the housing problem for the poor in South Africa, meeting the needs of the poor, increasing competitiveness and assisting government. The output of this step is to assist government in solving the housing problem for the poor and improve the performance of SAQSF.

Node: CSRF/A2	Title: Establish Improvement Objectives
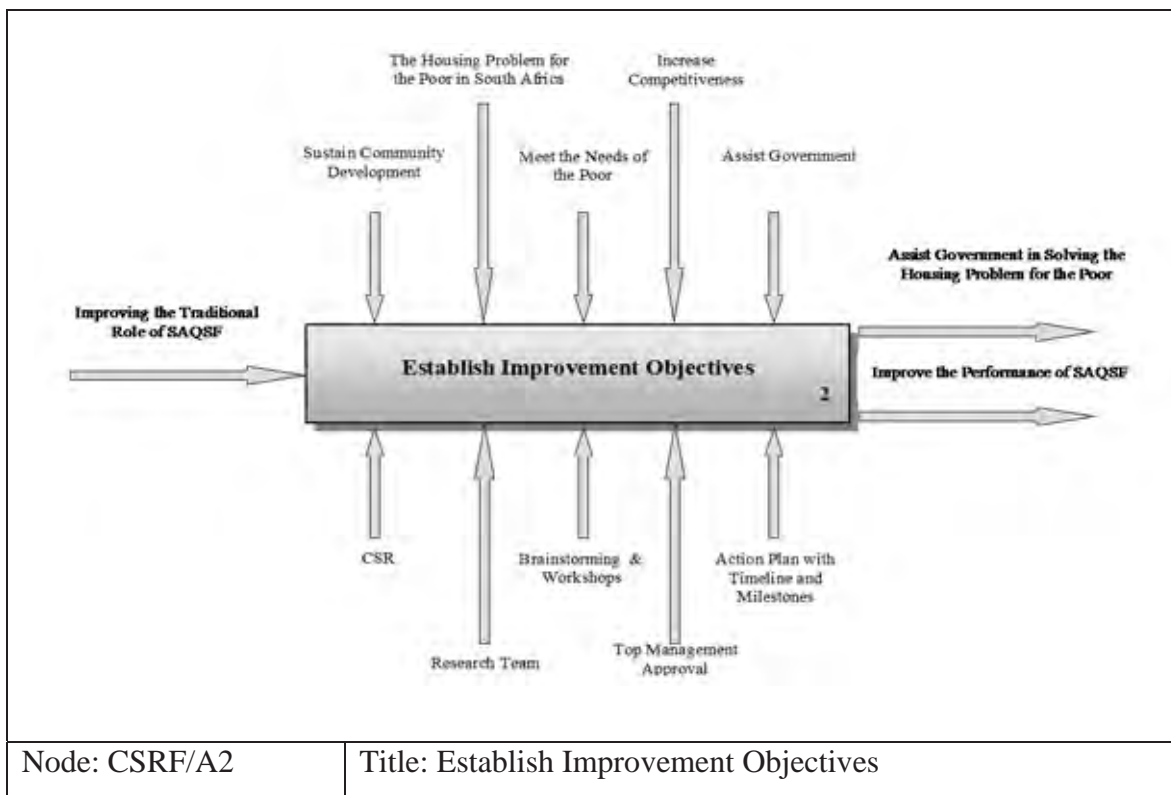
Figure (5.8)   Establish Improvement Objectives

Develop New Roles of SAQSF

The 'Develop New Roles of SAQSF' function, see figure (5.9) is a decomposition of box 3 in the CSRF/A0 diagram figure (5.6). The aim of this function is to develop new roles of SAQSF through improving the traditional roles. The input for this function is the output of the previous function. Developing the new roles will be achieved by the research team who have to understand the concept of Corporate Social Responsibility. In addition, brainstorming and workshops are used to generate creative ideas and new suggestions for improving the traditional roles. Top management approval and research and development tools are other mechanisms required to support this function. The controls remain the same as in the previous function. The output of this function is new developed roles of

SAQSF in five different, integrated aspects, namely: government, society, economy, law and technology. These aspects match with the conceptual description of the CSRF.
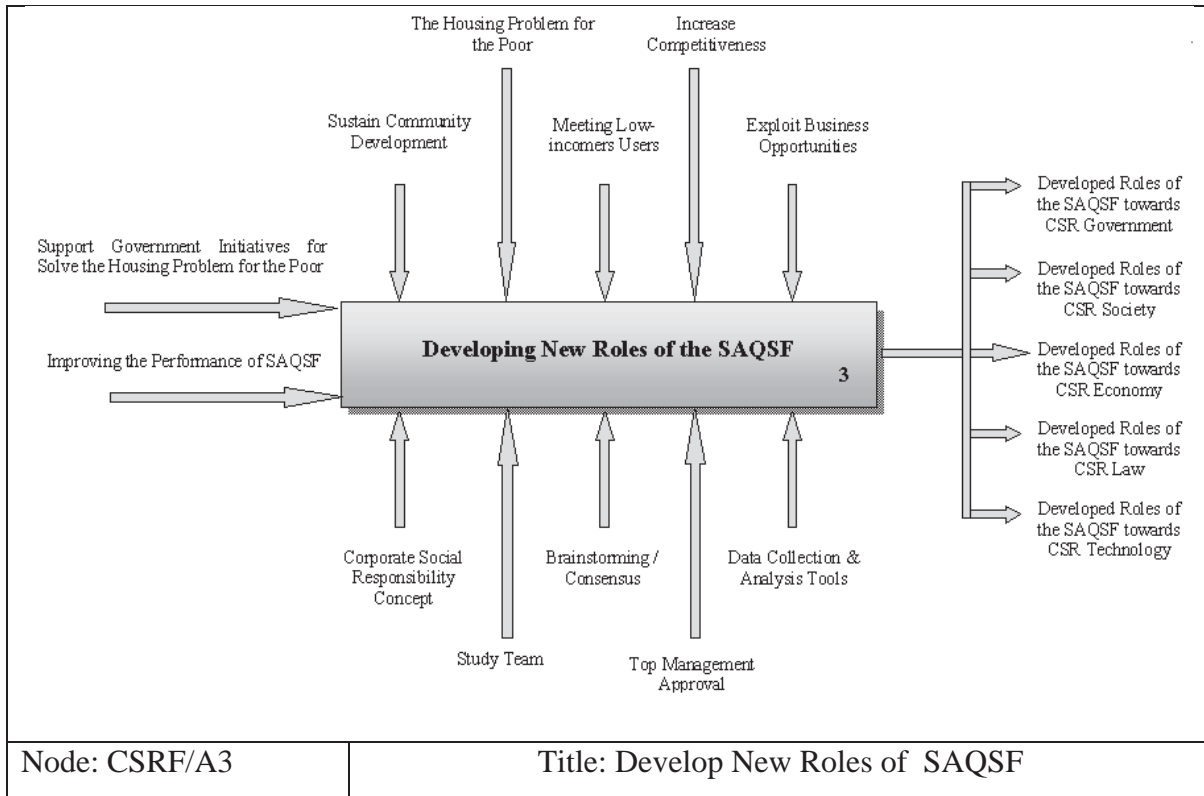
Figure (5.9)   Develop New Roles of SAQSF

Implement the Developed Roles of SAQSF

The 'Implement the Developed Roles of SAQSF' function, see figure (5.10) is a decomposition of box 4 in the CSRF/A0 diagram figure (5.6). This function aims to implement the developed roles of SAQSF. Although this function is beyond the scope of this research it is valuable to explain how the developed roles will be implemented in SAQSF. In addition, it provides practical guidance for further research to test the CSRF. The input for this function is the developed roles of SAQSF. The controls remain the same as in previous functions. The mechanisms of this function are to develop and communicate guidelines for implementation to all employees, educate the firm, gain the approval of management and use research and development tools and techniques to collect and analyse data from the research team in order to continue the process. The output of this function may be considered the most significant as they are, solving the housing problem for the poor in South Africa, improving the performance of SAQSF and monitoring and feedback for continuous improvement of SAQSF.

Node: CSRF/A4	Title: Implement the Developed Roles of SAQSF
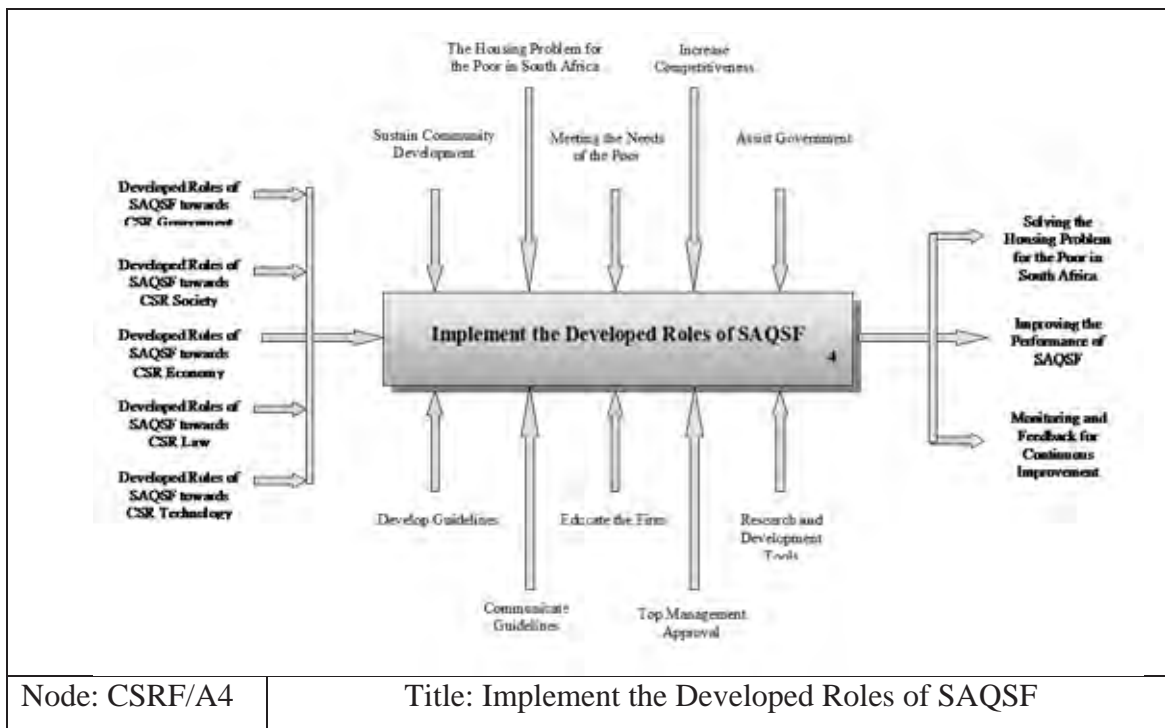
Figure (5.10) Implement the Developed Roles of SAQSF

5.4   Benefits of the Corporate Social Responsibility Framework

The benefits of the CSRF are three-fold in that they impact SAQSF, the South African government as well as the homeless and society at large. In terms of SAQSF, the framework provides a platform for enhanced business performance and competitiveness. The framework also provides a new social dimension to SAQSF. Government is assisted by the private sector involvement of SAQSF, in housing delivery for the poor in South Africa. The homeless society of South Africa directly benefit from the framework, as the CSRF is a systematic attempt to house the homeless poor. Society in general is assisted as the provision of housing for the poor in South Africa, ultimately results in social and economic upliftment.

5.5   Limitations of the Corporate Social Responsibility Framework

There is due recognition that a single CSRF will not adapt to all SAQSF. The intensity of the framework will vary depending on whether SAQSF perceive the concept of Corporate Social Responsibility and whether any previous responsibilities or absence thereof has been undertaken in the past, with regard to corporate social endeavours. The effective application of the framework also

depends, to a large extent on the encouragement of the top management in SAQSF to support government initiatives in assisting to alleviate the housing problem for the poor in South Africa. The application of the framework is a long-term strategy to improve the traditional role through integrating CSR, which requires long-term commitment and may not be welcomed by some sectors of the industry.

5.6   Conclusion

The CSRF is a creative tool, developed to integrate CSR into SAQSF, as an approach to assist government in solving the problem of housing for the poor in South Africa. The need for the framework as well as the aims and objectives of the CSRF are highlighted in this chapter. The framework is depicted in a theoretical and functional approach and allows the SAQSF to understand and utilise its traditional quantity surveying roles in a social context, as a direct approach to assist government in solving the problem of housing for the poor in South Africa.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1   Introduction

This final chapter summarises the research work done and concludes this dissertation. It presents the research work undertaken, to integrate the concept of CSR in SAQSF, as an approach to assist in solving the housing problem for the poor in South Africa. The conclusions and contribution to the original body of knowledge summarises and concludes the problem of housing for the poor in South Africa, The South African quantity surveying profession and the concept of CSR and the inter-relatedness of these three aspects. The CSRF developed through this research is also brought to light in this chapter and the research output, publications and findings are presented. This chapter also revisits the research hypothesis and generates a positive contribution to the existing body of knowledge by presenting suggestions to SAQSF and allied construction professions, of integrating CSR into the firm and the South African construction industry at large, as well as highlights areas for further research.

6.2   Conclusions and Contribution to the Original Body of Knowledge

According to Holewa (2004) a conclusion should highlight the importance of the thesis statement and create a sense of completeness. The conclusion to this research highlights the important aspects of this research and gives a clear, succinct description of the study undertaken. A conclusion should also indicate the importance of the research and entice the reader to a new perspective of the topic (The Writing Center, 2005). The conclusion of this research, Housing for the Poor: An Investigation into the Corporate Social Responsibility of SAQSF, underlines the important aspects drawn from this research and gives a new perspective to SAQSF and its traditional role. This research contributes to the original body of knowledge by studying the concept of Corporate Social Responsibility in SAQSF and bringing new insight to the existing role of SAQSF. The conclusions drawn from this research and contribution to the original body of knowledge are summarised under the following headings:

6.2.1   The Housing Problem for the Poor in South Africa

Housing is considered a necessity however, housing for the poor, remains a huge problem in South Africa. It will take the unified action of all sectors of society, both public and private, to assist government in solving and eventually eradicating this problem. While Government has attempted a number of housing mechanisms to deliver affordable housing for the poor and still continues to create and adopt strategies to alleviate the housing problem for the poor in South Africa, inadequate

housing for the poor continues to prevail.

Through the literature and practical application of the survey questionnaire and unstructured interview results, the research indicates that it is the role of the South African government to provide housing for those poorer citizens who cannot afford housing, however business, all companies and firms are acknowledged as viable participants, which may share the role and lighten the load of government.

6.2.2   The South African Quantity Surveying Profession

Through the research process it has been gleaned that traditionally SAQSF played only an economic, profit-seeking role in the business sector. Contemporary times have shown an increased awareness of CSR in the quantity surveying sector and has slowly eroded the misconception that the sole responsibility of SAQSF is to measure and price proposed building projects and produce Bills of Quantities.

The research results have shown the need for increased participation of SAQSF in housing and the settlement of poor people. The simultaneous appeals from government for public-private sector involvement and the quantity surveying profession itself highlight the role of SAQSF in assisting to alleviate the problem of housing for the poor in South Africa. This is coupled with the fact there are specific areas where SAQSF may employ its inherent, unique skills to meet the needs of the poor. Overall it appears that there is increasing familiarity with the concept of CSR in SAQSF, as this research has shown that SAQSF understand the concept of CSR as well as its CSR in the South African context. However despite this realisation, with regard to SAQSF assisting in solving the problem of housing for the poor, SAQSF have not developed a clear means of integrating CSR within SAQSF, as there are no strategies or mechanisms in place, that facilitate its implementation and monitoring. The concept of SAQSF playing a CSR, in assisting in alleviating the problem of housing for the poor, is not an objective carried out with the same enthusiasm as other corporate objectives.

6.2.3   The Concept of Corporate Social Responsibility

CSR is an ideology that suggests that corporations have a duty to guard the interests of society while simultaneously continuing its daily business functioning. Many terms and definitions have been used to describe CSR, all amounting to the same concept. Arguments 'for' and 'against' the concept continue to be debated and while the ideology has worked its way into discussion the integration of the concept of CSR into SAQSF is still in its early stages.

This is supported by the research results which suggest that the concept of CSR is understood by SAQSF but on the contrary, its application is limited. In the broad-spectrum, it appears that CSR is an ideology, that has not been fully embraced by SAQSF as part of the firm's daily business functioning. On the other hand, SAQSF have expressed willingness to integrate CSR into the firm, to assist in solving the problem of housing for the poor in South Africa.

6.2.4   The Relationship between Housing for the Poor in South Africa, the South African Quantity Surveying Profession and the Concept of Corporate Social Responsibility

The ties between the important aspects of this research, housing for the poor in South Africa, the South African Quantity Surveying Profession and the concept of Corporate Social Responsibility, is reinforced by the profession itself as well as the South African government. This relationship is highlighted by this research which indicates increased government calls for private sector initiatives and involvement in housing delivery, coupled with the quantity surveying profession's recognition of its CSR and the application of its inherent knowledge as an approach to assisting government in housing delivery for the poor. Overall the problem of housing for the poor is a visible challenge and the expertise and knowledge of SAQSF may be applied, to assist in solving the housing problem for the poor in South Africa by integrating CSR into SAQSF.

6.2.5   The Corporate Social Responsibility Framework

The CSRF has been developed through this research to improve the traditional role of SAQSF in terms of its CSR. The CSRF provides a theoretical understanding as well as a functional means of integrating CSR into SAQSF and consequently assist government in solving the housing for the poor in South Africa.

The theoretical description of the CSRF, provides a conceptual background to the framework and explains the ways in which SAQSF may apply its inherent skill and knowledge in the context of housing for the poor. The functional representation of the CSRF is also described in order to give a practical understanding of the framework and explains the steps taken in integrating CSR into SAQSF, to assist in alleviating the problem of housing for the poor in South Africa.

The CSRF is a definite contribution to the existing body of knowledge as well as to the South African quantity surveying profession, as an innovative, business improvement tool.

6.3   The Research Output

The research output may be summarised as:

- Raising the awareness of providing housing for the poor in South Africa.

- Understanding the perception of CSR by SAQSF.

- Developing a CSRF to integrate CSR into SAQSF to assist government in overcoming the problem of housing for the poor in South Africa.

6.4   Research Publications

Two papers were completed through this research and published. Details of the papers are mentioned below and a copy of each is attached in appendix A.

(1)   Mia, B. and Othman, A.A.E. (2007) Affordable Housing: An Investigation into the Corporate Social Responsibility of South African Quantity Surveying Firms. *Proceedings of the International Conference on Sustainable Human Settlements for Economic and Social Development, 2-5 May 2007, Zambezi Sun International Hotel, Livingstone, Zambia.pp 298-315.*

(2)   Othman, A.A.E. and Mia, B. (2008) Corporate Social Responsibility for Solving the Housing Problem for the Poor in South Africa. *Journal of Engineering, Design and Technology,* Vol. 6, No. 3, pp. 237-257.

6.5   Findings of the Research

6.5.1 The Literature Review

- There is an enormous housing shortage for the poor in South Africa that is worthy of attention by the quantity surveying profession.

- Corporate Social Responsibility is a concept that suggests that companies have a duty to care for society.

- The problem of housing for the poor in South Africa, the South African quantity surveying profession and the concept of Corporate Social Responsibility share an inter-related relationship, which highlights that by integrating CSR into SAQSF, SAQSF can assist in solving the problem of housing for the poor in South Africa.

6.5.2   The Survey Questionnaire

The findings drawn from this research are summarised as:

- There is a severe housing problem for the poor in South Africa.
- The South African quantity surveying profession recognises this problem and acknowledges that it has a Corporate Social Responsibility, in terms of applying its traditional roles in a social context.
- SAQSF identify with the concept CSR and understand that CSR may be used as an avenue to assist government in housing delivery for the poor.

6.5.3   The Unstructured Interview

Essentially the interviews indicate that SAQSF understand the need for CSR in South Africa in terms of housing provision for the poor. SAQSF comprehend their CSR in terms of applying their inherent knowledge and skill of construction and its related financial aspects, to assist in alleviating the problem of housing for the poor in South Africa. This role is however limited as there are myriad problems that contribute to the housing problem experienced in South Africa, all of which, cannot be solved solely by the quantity surveying profession.

Implementation of CSR, in the context of housing provision requires long-term commitment as well as support from higher-level authorities and is perceived to be idealistic, but nevertheless a possible endeavor.

The unstructured interviews support the survey questionnaire results in that SAQSF recognise its CSR in terms of assisting government in housing delivery. This role has however not been implemented in the firm. Respondents expressed that given the normal business functioning constraints in terms of resources and time, the CSRF is an idealistic notion, but is still feasible and worthy of implementation in SAQSF. At the same time it must not go without mention, that the primary objectives of SAQSF are corporate and thus profit-seeking in nature.

6.6   The Research Hypothesis Revisited

The research hypothesis, 'Integrating Corporate Social Responsibility into South African Quantity Surveying Firms, will not assist in solving the problem of housing for the poor in South Africa' proves untrue, as the data collected from the literature review, survey questionnaire and

unstructured interview indicate that integrating CSR into SAQSF will assist in solving the housing problem for the poor in South Africa.

6.7   Research Recommendations

The research has contributed a dearth of knowledge with respect to SAQSF CSR with regard to the provision of housing for the poor. The study has also uncovered other areas and questions, which require further research.

Recommendations are proposed by this research to create avenues for further contributions to the existing body of knowledge. The first recommendation is directed to SAQSF for application and improvement, whereas the second is recommended for further research.

6.7.1   Recommendations to South African Quantity Surveying Firms

(1) Adopt the framework developed through the research, to escalate awareness and integrate CSR into SAQSF, in prevailing against the problem of housing for the poor in South Africa.

(2) Increase awareness of Corporate Social Responsibility in South African Quantity Surveying Firms.

(3) Encourage integration of CSR into SAQSF, so that the profession may assist in alleviating other problems.

6.7.2   Recommendations for Further Research

(1) Conduct the same study in the construction and allied industries in an effort to create increased awareness of CSR in the built environment and to guide implementation of CSR in other engineering disciplines.

(2) Conduct the same study after a few years have elapsed, to establish whether the SAQFS' CSR in terms of providing housing opportunities for the poor, has in fact been implemented. The results of which may be compared with this study.

(3) A comparative study may be conducted, that encompasses the perceptions as well as the obstacles to the implementation of CSR in SAQSF, as perceived by other stakeholders, such as government, the client body and end-users. In this way the concept of CSR as a means of assisting in housing delivery for the poor, may be examined from a different perspective.

6.8   Closing Comments

The research herein has provided insight and depth to a topic that previously received scant attention in construction literature. Utilising the skill of SAQSF as an approach to assist government in providing housing for the poor, is an ideology not previously researched. Thus the concept of considering the Corporate Social Responsibility of South African Quantity Surveying Firms as an approach to assist government in solving the housing problem for the poor is an innovative and beneficial concept in the South African context.

This research is contemporary as it deals with serious and relevant issues in today's changing times. The suggestion gleaned from this research is that SAQSF have a CSR toward society aside from its normal business endeavours. This role should be incorporated into the organisations normal business practice, thus CSR becomes a part of the organisation's culture and not a burden to the resources of the firm.

The Corporate Social Responsibility Framework developed through this research is a valuable contribution to the existing body of knowledge, which will assist SAQSF in integrating CSR into the firm.

The research publications developed through this research were well received by the international community, as a significant contribution.

This research reflects a significant amount of literary study and empirical knowledge, therefore contributing to a deep and solid understanding of the housing problem for the poor in South Africa, the South African quantity surveying profession as well as the concept of Corporate Social Responsibility and the inter-relatedness of these important issues.

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APPENDICES
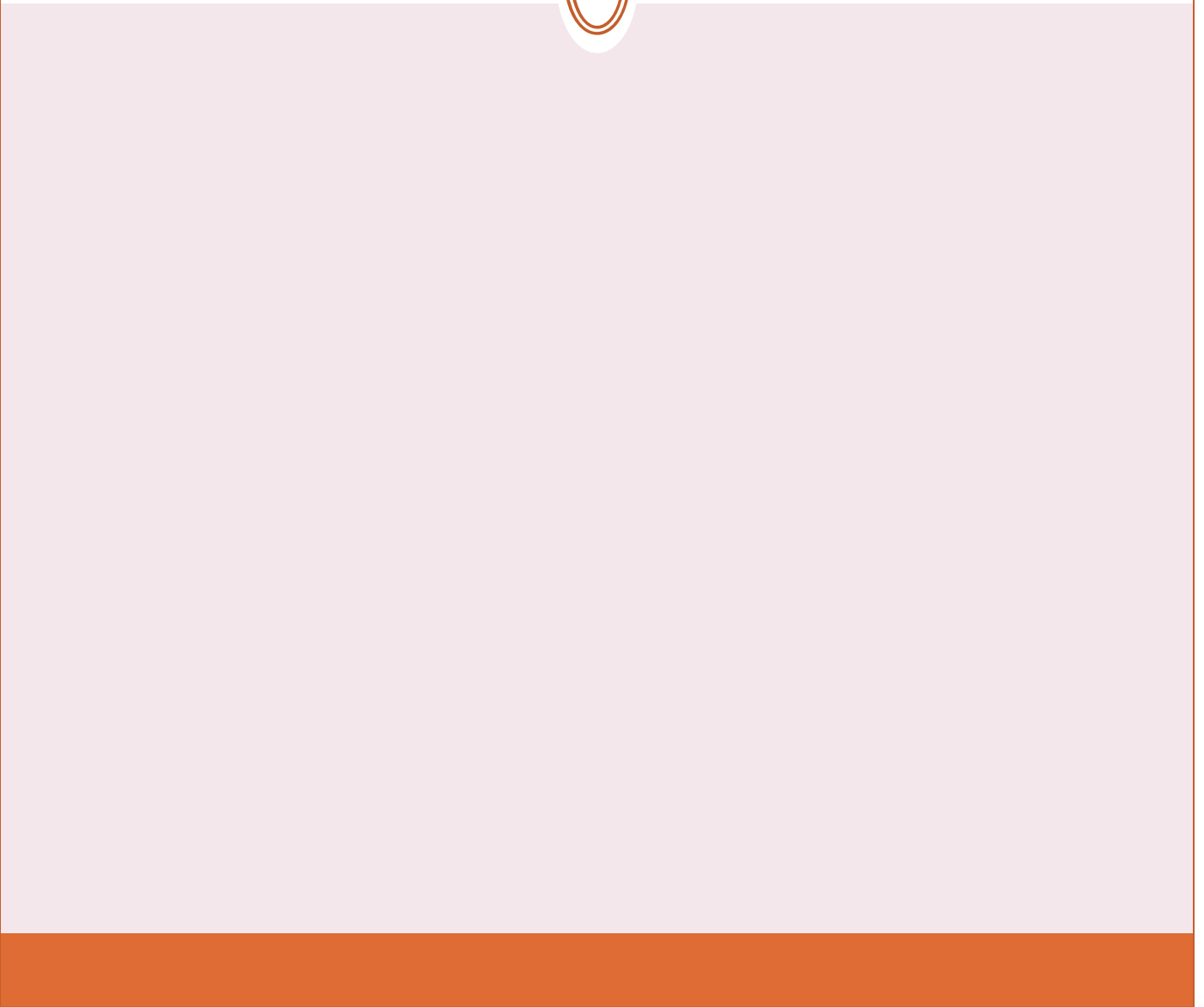
AFFORDABLE HOUSING: AN INVESTIGATION INTO THE CORPORATE SOCIAL RESPONSIBILITY OF SOUTH AFRICAN QUANTITY SURVEYING FIRMS

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Abstract

Since its transition into a democratic society, South Africa has made leaps in social, political and economic development. Despite the government initiatives to provide affordable housing projects, there is still a real housing problem for the poor. This problem could be attributed to a number of reasons, amongst them, the inability of the low-incomers to afford the cost of housing. The Quantity Surveyor's traditional role in managing financial aspects of projects and providing cost advice highlights their social responsibility towards utilising their knowledge and applying their expertise to deliver affordable housing for the poor. This paper aims to activate the South African Quantity Surveyor's social role as an approach to solve the problem of housing for the poor in South Africa. A research methodology is designed to achieve this aim. Firstly, literature review will be used to review the housing problem in South Africa, the concept of Corporate Social Responsibility and the Quantity Surveyor's professional role. Secondly, survey questionnaires will be carried out to investigate the perception of Corporate Social Responsibility by Quantity Surveying Firms. Finally, interviews will be conducted with directors of Quantity Surveying Firms in order to identify the obstacles of implementing the Corporate Social Responsibility in South African Quantity Surveying Firms. Data analysis will lead to develop a framework to activate the Corporate Social Responsibility of South African Quantity Surveying Firms.

Keywords: Affordable Housing, Corporate Social Responsibility, South African Quantity Surveying Firms.

1   Introduction and Background to the Research

South Africa is a land of contrasts. Great mineral wealth, agricultural exports, and reasonably sophisticated manufacturing and services sectors have made it one of Africa's major economies with a well-developed infrastructure. At the same time the majority of the people are poor and large parts of the rural hinterland underdeveloped and lacking in basic amenities such as clean water, sanitation and electricity (Pienaar and Cloete, 2003). In October 1996 approximately 62% of all employed South Africans earned less than R 1 500 (U.S. $175) per month (South Africa, 1998).

In 2004, the Department of Housing initiated the "White Paper" legislation entitled *"A New Housing Policy and Strategy for South Africa"* indicating the inadequate provision of affordable

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housing in South Africa. The document underlines the inadequate housing situation in South Africa and clearly states that the government is collaborating with the private sector to establish supportive mechanisms throughout the country to assist individuals and communities in developing housing projects. These mechanisms are envisaged to provide:

- Advice and support to communities in the planning and funding of new housing developments and their continuous upgrading.
- Planning assistance including the quantification and costing of material and other requirements.
- Assistance and advice in respect of contracting and supervision.
- Assistance and advice in terms of material procurement at affordable prices.
- Advisory support during the implementation and construction process.

Although, such mechanisms will be subsidised from state sources it should, as far as possible, involve contributions and participation of the private sector (South Africa, 1994). This highlights the role that the private sector can play in mitigating the housing problem for the poor.

Traditionally, the Quantity Surveying profession is defined as the practice which ensures that the resources of the construction industry are utilised to the best advantage of society by providing, the financial management for projects and a cost consultancy service to the client and designer during the whole construction process (Willis and Ashworth, 1987). This clarification suggests a highly technical aspect of the Quantity Surveying profession.

Recent years have witnessed increasing awareness and attention of the concept of Corporate Social Responsibility (CSR) within the Quantity Surveying profession. In his speech at the International Cost Engineering Council (ICEC) conference held in Cape Town, South Africa in 2004, the chairman of the council, Verster stated that "One of the most pressing problems facing the world that would need the focused attention of the cost engineering, quantity surveying and project management professions is the settlement of people, specifically very poor people." (Verster, 2004).

CSR is defined as a concept that suggests that commercial corporations have a duty to care for society at large, in all aspects of their business operations. Hence, it implies that a business

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should undertake its functions not only based on financial indicators but also taking cognisance of the social consequences of its business decisions. CSR refers to the integration of the social concerns into the corporate business values and objectives, in an effort to improve the welfare of society, while simultaneously preserving the interests of the company (Hopkins, 2004). In this manner, CSR is about how firms manage their business to effect positive change in society.

Disparate viewpoints on CSR exist. While schools of thought similar to that of Adam Smith and Milton Friedman which believe that "The Social Responsibility of business is to Increase Its Profits" (Friedman, 2005), others believe that CSR refers to good business, good citizenship and common sense (Hawkins, 2006). Some organisations, such as American Express, believe that CSR is the only way business can move forward and fully embrace the concept. This company articulates "We have a vested interest in the well-being of our communities." (Kotler, 2005).

Because of the importance to support government initiatives and empower its collaboration with the private sector, this paper aims to activate the CSR of South African Quantity Surveying Firms (SAQSF) as an approach to alleviate the housing problem for the poor. In order to achieve this aim the following objectives have to be accomplished:

- Reviewing the housing problem in South Africa, unpacking the concept of CSR, investigating the role of the Quantity Surveying profession.
- Investigating the perception of CSR by SAQSF.
- Identifying the obstacles that hinder the implementation of CSR in SAQSF.
- Developing the CSR Framework (CSRF) as an action plan to activate the social responsibility concept into Quantity Surveying Firms.

2   Research Methodology

The research methodology designed to achieve the aforementioned aim and objectives consists of literature review, survey questionnaires and interviews. Literature Review will investigate the housing problem in South Africa, the concept of CSR, the professional role of Quantity Surveying Firms. This entails a critical review of textbooks, academic journals, professional magazines, conferences proceedings, government and organisations' publications, workshops and technical reports, CD-ROMs as well as the Internet and related web sites. In addition, literature

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review entails an assessment of all dissertations and theses, published since 1890, using the University of KwaZulu-Natal ProQuest database system.

Survey questionnaires will be directed to quantity surveyors to investigate their perception of the CSR. Personal and telephonic semi-structured interviews will be conducted with directors of Quantity Surveying Firms to identify the obstacles to the implementation of CSR in SAQSF. This will allow the interviewer to pose secondary questions, investigate further, the responses of different individuals, and clarify ambiguous answers and seek follow-up information. By using more than one data sources it will be possible to improve the validity and reliability of the research findings and increase background knowledge. In an effort to ensure the reliability of the data, data collection and questioning will concentrate on facts and events, rather than highly subjective interpretations (Yin 1989; MacPherson et. al 1993).

3   Sampling Methodology

The main objective of the sampling plan was to select a representative and non-biased sample to escalate the reliability and validity of findings. Representativeness and non-bias were achieved by adequately covering all population categories and applying random probability sampling methods, so every unit has an equal chance of being included in the sample. (Hannagan, 1986; De Vaus, 1990). A random probability sample will be selected from Durban Based Quantity Surveying Firms which are registered as part of the Association of South African Quantity Surveyors (ASAQS).

4   The Research Importance and Rationale

The importance and rationale for this research stems from the need to support the government initiatives and empower its collaboration with the private sector for society improvement. Because of its pivotal role in the construction industry as the profession that manages and controls the financial aspects of projects, the need for improvement has led to focus on the activation of the CSR role of South African Quantity Surveying Firms as an approach to alleviate the housing problem for the poor. In addition, the research obtains its significance from responding to the increasing calls for encourageing academic institutions and universities networks to participate in research and education directed at improving the welfare of society (Verster, 2004). Furthermore, the research is producing an innovative and creative framework

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called the CSRF. It is a powerful tool that will contribute to improving the CSR of South African Quantity Surveying Firms towards solving the problem of housing for the poor.

5   Clarification

The research work presented in this paper is a part of an ongoing study being carried out at the School of Civil Engineering, Surveying and Construction, University of KwaZulu-Natal, South Africa. Since the surveying questionnaires and interviews are being processed, this paper establishes the grounds and states the theoretical background to the research and presents the CSR Framework developed by the authors. Results of the survey questionnaires and interviews will be presented in subsequent papers.

6   The Housing Problem in South Africa

Since the Democratic transition in 1994, housing the nation is one of the greatest challenges facing the South African government . The extent of the challenge derived not only from the enormous size of the housing backlog, the rapid growth in housing demand and the desperation and impatience of the homeless, but stems also from the extremely complicated bureaucratic, administrative, financial and institutional framework inherited from the previous government In order to overcome these obstacles, different policies, strategies, programmes and projects have been initiated to attack the housing problem and provide affordable housing for the poor. These initiatives focused on:

- Providing adequate shelters for all.
- Improving human settlement management through local government.
- Promoting sustainable land-use planning and management.
- Promoting the integrated provision of environmental infrastructure: water, sanitation, drainage and solid waste management.
- Promoting sustainable energy and transport systems in human settlement.
- Promoting human settlement planning and management in disaster-prone areas.
- Promoting sustainable construction activities.
- Promoting human resources development and capacity-building for human settlement development (United Nations, 2006; South Africa, 2004).

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Despite the government initiatives to provide affordable housing projects, there is still a real housing problem for the poor. According to ESSA (2005), this problem could be attributed to a number of reasons, amongst them, high unemployment, poverty, the slow commitment from private sector to provide housing loans to the low income earners, high cost of land development, the unavailability of land in urban areas, the increasing prices of building material, high house prices and the bureaucratic government procedures in terms of land release.

Overcoming these obstacles highlights the need to support the government initiatives and empower its collaboration with the private sector. Utilising the practical experience of construction professionals, particularly quantity surveyors is highly sought in this regard.

7   The South African Quantity Surveying Profession

The quantity surveying profession has a long history in the building industry. Historically, the Quantity Surveying profession is defined as the profession that provides the financial management and costing of building projects and a cost consultancy service to the client and designer during the whole construction process (Willis and Ashworth, 1987). The services offered by a quantity surveyor are: (1) preliminary cost advice and approximate estimating, (2) cost planning including investment appraisal, life-cycle costing and value analysis, (3) contractual procurement and tendering procedures, (4) preparation of contract documentation, (5) evaluation of tenders received, (6) cash flow forecasting, financial reporting and interim payments, (7) final accounting and the settlement of contractual disputes and (8) cost advice during use by the client (Willis and Ashworth, 1987; Pheng and Ming, 1997). This clarification suggests a highly mechanical aspect of the Quantity Surveying profession.

According to the Minister of Housing in South Africa, Lindiwe (2004) "In 1994 South Africa was faced with the formidable challenge of addressing an enormous housing backlog — exacerbated by a lack of low-cost urban housing development since the seventies, a lack of end-user low cost home financing availability and inequitable housing subsidies. Under the *New Housing Policy and Strategy for South Africa*", "conditions are being developed for large-scale re-engagement of the construction industry and the private sector".

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Verster (2004) maintains a similar view, "Housing remains a huge problem of the world" and also points out that "By understanding these future scenarios, the cost engineer and quantity surveyor will develop the skills to play a role in the changing world and may therefore survive and grow as professions".

This highlights the social responsibility of construction professionals, particularly the SAQSF, in applying their knowledge and practical expertise in managing financial aspects of construction projects to improve the welfare of society.

This perspective is supported by (Oladapo, 2002) who considers the significance of housing in society, as a social responsibility. Because of their role in project costing, and understanding of construction technology, Quantity Surveying Firms are expected to have a direct responsibility for assisting government generate cost effective housing projects for the poor through providing cost advice, feasibility schemes and suggesting the use of cost-effective construction materials, among other services, in alleviating the problem of housing for the poor.

8   The Corporate Social Responsibility

The concept of CSR has a extensive and diverse history. It aims to frame the search for principles to guide business in its relationship to society. Carroll (1999) provided an extensive description of the evolution of the CSR concept and indicated that the evolution of CSR began in the 1950s. Until the 1980s, the focus remained on the definition of the CSR concept. Carroll (1979) defined CSR as the social responsibility of business that encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time.

CSR is a concept that suggests that commercial corporations have a duty to care for society at large, in all aspects of their business operations. Hence, it implies that a business should undertake its functions not only based on financial indicators but also taking cognisance of the social consequences of its business decisions. In general it refers to the corporate sphere integrating social concerns into their business values and objectives, in an effort to improve the welfare of society, while simultaneously safeguarding the company's' interests. (Hopkins, 2004).

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(McAlister, 2005; Carroll, 2006) noticed the emerging consensus amongst business leaders to extend the role and responsibility of business beyond the critical importance of wealth creation. There is wide spread acceptance of the view that if business is to prosper; the environment in which it operates must prosper too. This means that business must take on an inclusive approach, one in which companies see themselves as part of a wider system.

The increasing attention of CSR within the Quantity Surveying profession in recent years highlighted the need to utilise the practical expertise of construction professionals in general and cost engineers and quantity surveyors in particular to play their role and bearing their responsibilities to support the government initiatives towards solving the housing problem for the poor in South Africa.

9   The Corporate Social Responsibility Framework (CSRF)

Framework is defined as the basic supporting structure to achieve an objective (Chambers English Dictionary, 1990). The CSRF being developed by this research is an innovative tool to integrate the concept of the CSR into SAQSF as an approach to activate their social role in solving the housing problem for the poor. It describes the functions and activities that SAQSF have to adopt in order to effectively support the government initiatives and activate the role of the private sector towards society improvement.

9.1   The Need for the CSRF

The need for an effective framework for activating the social role of SAQSF stems from the necessity to support the government efforts towards society development. The pivotal role played by SAQSF in the construction industry coupled with their practical experience in the financial management of construction projects called for utilising their expertise in alleviating the housing problem for the poor. In addition, the framework is a creative idea which was not previously developed with respect to SAQSF. This highlights the need to develop similar frameworks for different engineering disciplines to empower the role of the private sector and bear their responsibilities towards improving their communities.

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9.2   The Conceptual Description of the CSRF

The SCRF is based on systematic and gradual levels of integrating the concept of corporate social responsibility into the SAQSF. The three levels of the CSRF are: Principles, Strategies and Methods, see table (1).

9.2.1   The Principles of the CSRF

The principles of the framework are corresponding to the three issues of this research.

- The Housing problem for the poor
- The South African Quantity Surveying Firms
- The Corporate Social Responsibility

9.2.2   The Strategies of the CSRF

The surrounding environment of every firm consists of Government, society, economy, law and technology (Spencer and Pruss, 1992). Carroll's definition of Corporate Social Responsibility contains four types of responsibilities: namely, Economic responsibilities, Legal responsibilities, Ethical responsibilities, Discretionary responsibilities.

(a)   Economic responsibilities: the firm produces goods and services and sells them at a profit,

(b)   Legal responsibilities: the laws and regulations under which companies are expected to operate,

(c)   Ethical responsibilities: concerned with meeting the expectations of society that go beyond the legal requirements, and

(d)   Discretionary responsibilities: the voluntary activities such as making philanthropic contributions, training the long-term unemployed, etc) (Meijer and Schuyt, 2005).

The elements of the surrounding environment with the different types of responsibilities form the strategies that will achieve the framework principles. The CSRF strategies are: CSR Government, CSR Society, CSR Economy, CSR Law and CSR Technology.

9.2.3   The Methods of the CSRF

These are the tools and action plans that will be used to accomplish each of the different strategies of the CSRF. A detailed description of these methods will be discussed in section (9.4).

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The Corporate Social Responsibility Framework (CSRF)

Principles

The Housing Problem for the Poor	The South African Quantity Surveying Firms	The Corporate Social Responsibility

Strategies

CSR Government	CSR Society	CSR Economy	CSR Law	CSR Technology

Methods

Table (1)   The Corporate Social Responsibility Framework (CSRF)
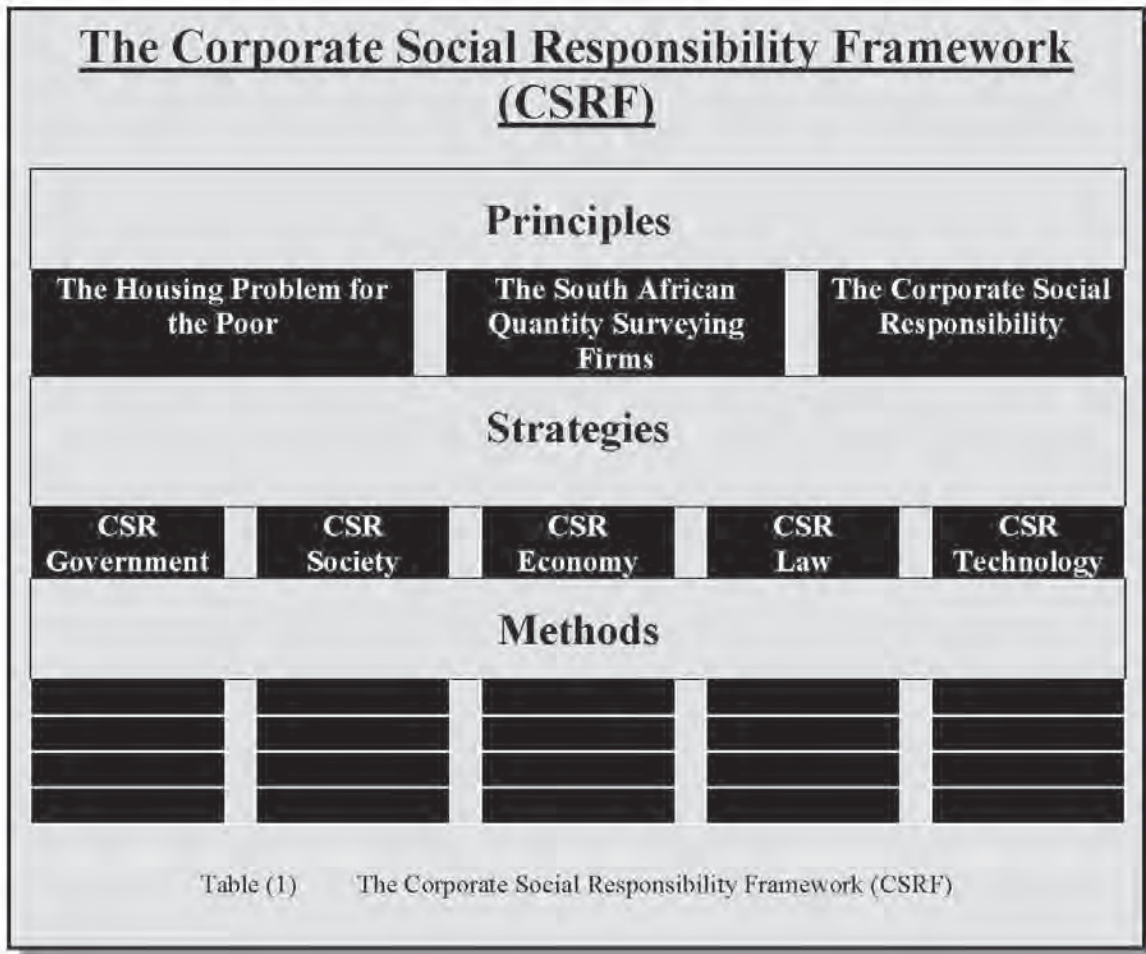
9.3   Understanding the Traditional Role of the South African Quantity Surveying Firms

Since the CSRF aims to integrate the concepts of CSR into the SAQSF, it is necessary to understand the traditional roles of Quantity Surveying practice and how these roles could be activated socially to solve the housing problem for the poor.

9.3.1   Preliminary cost advice and approximate estimating

Cost Advice: refers to the quantity surveyors guidance regarding the actual price of proposed building projects. Often this initial guidance occurs in the briefing stage of the proposed project

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and should the project be accepted, this cost advice continues for the duration of the project and sometimes even post-project, in terms of maintenance and facilities management.

Approximate Estimating: refers to the task of originating a preliminary cost estimate of the proposed building project. Such estimating techniques include "superficial area estimates" and "elemental estimates". In this manner, the quantity surveyor provides a basic price for the intended building project. That is liable to fluctuate with external factors, such as time, specifications and variations.

9.3.2   Cost planning including investment appraisal, life-cycle costing and value analysis

This role requires the quantity surveyor to evaluate the capital outlay in a particular project and decipher whether the investment is viable or not. In this manner the entire life-cycle costs of the project must be assessed as well as the final value of the proposal techniques such as Net Present Value and Future values, in an attempt to glean the feasibility and viability of such a project.

9.3.3   Contractual procurement and tendering procedures

The quantity surveyor is often the party that defines the tendering and procurement procedure and policy of the building project. His/her role requires him/her to facilitate the tendering process with contractors and comprehend the procurement process with the client, often as a form of mediator.

9.3.4   Preparation of contract documentation

Preparing contract documentation such as building contract and forms of tender, Occupational Health and Safety documentation are the responsibility of the quantity surveyor. It is his/her role to facilitate all the contract records and certification between the client, contractor and other parties.

9.3.5   Evaluation of tenders received

Tenders are evaluated by the quantity surveyor and sometimes the client, either through a closed-tender or an open-tender process. In both processes the tender bids of each contractor is evaluated against cost and quality parameters, with cost historically taking a foremost role in the decision process. With the recent implementation of Black Economic Empowerment (BEE) practice

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tenders are also evaluated in conjunction with BEE ratings as a form of affirmative procurement procedure. In any event, the quantity surveyor advises the client on deciding which tender is the most suitable to be chosen according to client specified requirements.

9.3.6   Cash flow forecasting, financial reporting and interim payments

In general the quantity surveyor is the cost engineer in any project. In keeping with this term, he/she facilitates all the costing and budgeting procedures in a building project. Cash flow forecasting is required to give the contractor an idea of when money will be available to him so that he may plan his operations. Financial reporting measures are required so that all parties especially the client are aware of the financial implications of the decisions made as well as the status of the budgets and costs of the project, during its duration. Interim Payments and Payment Certificates are issued by the quantity surveyor to identify outstanding amounts either payable to the contractor or to be received as a credit from the contractor.

9.3.7   Final accounting and the settlement of contractual disputes

The quantity surveyor fulfils the task of re-measuring all construction work at completion, to ascertain the final "price" of the new built project and to calculate the balance of outstanding amounts. During the contract changes to design and specification may have been carried out, therefore resulting in deviations from the initial estimates and budget. In this way the quantity surveyor has the task of tying up loose ends, regarding monies, a task made much simpler if interim payments and certificates were properly administered. Contractual disputes are bound to arise during the course of building work, between client, contractor, architect etc. The rulings of such disagreements will be governed by the aforementioned contractual data. However the quantity surveyor's role lies in settling disputes regarding items that result in costs exceeding proposed budgets.

9.3.8   Cost advice during use by the client

Often the quantity is called upon during the "life" of the building to serve a maintenance and management role, similar to that of the "facilities manager". In this sense the quantity surveyor directs and recommends the client on future capital outlay invested in the project. Frequently, the relationship created between client and consultant is repeated, when clients are satisfied with the quantity surveyor's service and intend developing further projects and thus would like to extend

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the already established client-consultant professional relationship (Willis and Ashworth, 1987; Pheng and Ming, 1997).

9.4 Activating the CSR of SAQSF towards Solving the Housing Problem for the Poor

The integration of the CSR principles into the traditional role of the SAQSF is categorised under the different spheres of the CSRF. Activation will be focused on solving the housing problem for the poor.

9.4.1   The SAQSF and CSR Government

- Assisting the government by advising the Department of Housing on the approximate cost of proposed low cost housing projects.
- Estimating of forecast prices to advise the Government, on the estimated expenditure on a particular housing scheme.
- Advising the Government on the use of substitute materials that are durable as well as cost effective.
- Suggesting strategies for energy efficient housing and the use of alternative energy solutions.
- Assisting the Government in deciding the feasibility of the proposed project through appraising the investment of a low cost housing scheme, taking into account the lifecycle costs and value of the project
- Expediting the supply of basic services which hinders the delivery of affordable housing projects.

9.4.2   The SAQSF and CSR Society

- Promoting end-user involvement in the design process reduce the cost of later modifications
- Producing simple documents for cash flow forecast, financial reports and interim payments helps reducing work load, reviewing and approvals and facilitating issuing contracts payments.

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- Promoting positive partnership between the SAQSF and other engineering disciplines helps improving data and experience exchanges which results in improving housing schemes.
- Offering training courses and jobs for recently graduated quantity surveyors as well as sponsoring undergraduate students.

9.4.3   The SAQSF and CSR Economy

- Clarifying and thoroughly investigating the cash flow, zoning, building permission of affordable housing allows for transparency, accountability and managing government expenditure.
- Encouraging using national products helps improve the national economy and reduce the number of unemployed.

9.4.4   The SAQSF and CSR Law

- Facilitating the legal requirements to speed up the release of land and loans.
- Stating rules to encourage SAQSF that play an important role in supporting government initiatives.
- Improving the guiding rules and parameters for evaluating tenders and contractors selection to achieve best value for money.

9.4.5   The SAQSF and CSR Technology

- Utilising the benefits of information management and information technology to facilitate the procurement and tendering processes as well as the communications between concerned parties.
- Reducing the professional time required for work completion through exploiting the identical simple and repeated design of affordable housing projects as well as the remaining of documentation and construction method unchanged or with little variation.

10   Conclusions

Housing the nation is one of the greatest challenges facing the government in South Africa. Although the government initiatives, there is a real housing problem for the poor. This called for all community organisations to bear their corporate social responsibilities to support the government efforts towards society improvement. Because of their important role in the

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construction industry, this paper focused on activating the social responsibility of the SAQSF as an approach to solve the housing problem for the poor. The research highlighted the housing problem in South Africa, the role of SAQSF and the concept of CSR. A creative framework was developed by the authors to activate the social role of Quantity Surveying Firms. Different engineering disciplines are encouraged to adopt the developed framework to activate their social role towards the community improvement.

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Corporate social responsibility for solving the housing problem for the poor in South Africa

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Abstract

Purpose This paper aims to integrate the concept of corporate social responsibility (CSR) within the South African quantity surveying firms (SAQSF) as an approach for solving the housing problem for the poor.

Design/methodology/approach A research methodology consisted of a literature review and field study designed to accomplish four objectives. Firstly, the literature review studied the housing problem in South Africa, the quantity surveying profession and the CSR concept. Secondly, the field study investigated the perception and application of the CSR concept by SAQSF. Thirdly, an innovative business improvement framework integrating the concept of CSR within SAQSF is developed. Finally, research conclusions and recommendations are summarised.

Findings There is a severe housing problem for the poor in South Africa. Government initiatives for delivering housing for the poor have to be supported by quantity surveyors through utilising their practical knowledge and expertise in social context. SAQSF are aware of the CSR and welcome the developed framework. The CSRF is recommended to be used as an innovative tool to assist in alleviating the housing problem for the poor.

Research limitations/implications This research focused only on the quantity surveying firms in South Africa.

Practical implications This research presents a practical solution to the housing problem for the poor through activating the social role of SAQSF towards supporting government initiatives.

Originality/value This paper presents an innovative business improvement framework integrating the CSR concept into SAQSF towards solving the housing problem for the poor. This ideology has received scant attention in construction literature. The developed framework represents a synthesis that is novel and creative in thought and adds value to the knowledge in a manner that has not previously occurred.

Keywords Housing, Poverty, Corporate social responsibility, Quantity surveying, South Africa

Paper type Research paper

1. Research background and methodology

South Africa is a land of contrasts. Great mineral wealth, agricultural exports, and reasonably sophisticated manufacturing and services sectors have made it one of Africa's major economies with a well-developed infrastructure. At the same time, the majority of the people are poor and large parts of the rural hinterland underdeveloped and lacking in basic amenities such as clean water, sanitation and electricity (Pienaar and Cloete, 2003). In October 1996, approximately 62 per cent of all employed South Africans earned less than Rand 1,500 (US $175) per month (South Africa, 1998).

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Since its transition into a democratic society in 1994, South Africa has made leaps in social, political and economic development. In 2004, the Department of Housing initiated the "White Paper" legislation entitled "A New Housing Policy and Strategy for South Africa". This document emphasised the inadequate provision and situation of affordable housing in South Africa and stated the need for government collaboration with the private sector to establish supportive mechanisms throughout the country to assist individuals and communities in developing housing projects (Department of Housing, 1994). This highlighted the role that the private sector can play in mitigating the housing problem for the poor. Because of the important role they play in ensuring that the resources of the construction industry are utilised to the best advantage of society through providing the financial management for projects and cost consultancy services to the client and designer during the whole construction process (Willis and Ashworth, 1987) quantity surveyors have a responsibility towards supporting the government initiative to solve the housing problem in South Africa.

Recent years have witnessed an increasing awareness and attention to the concept of CSR within the quantity surveying profession. In his speech at the International Cost Engineering Council (ICEC) conference held in Cape Town, South Africa in 2004, the chairman of the council, stated that:

> One of the most pressing problems facing the world that would need the focused attention of the cost engineering, quantity surveying and project management professions is the settlement of people, specifically very poor people (Verster, 2004).

Within this concept, commercial corporations have a duty to care for the society at large, in all aspects of their business operations. It implies that a business should undertake its functions not only based on financial indicators but also taking cognisance of the social consequences of its business decisions. CSR is about integrating the social concerns into the corporate business values and objectives, in an effort to improve the welfare of society, while simultaneously preserving the interests of the company (Hopkins, 2004).

Because of the importance of supporting government initiatives, empowering its collaboration with the private sector and responding to the ICEC's call for increasing research for finding solutions for housing problems (Verster, 2004) this paper aims to integrate the concept of CSR within SAQSF as an approach for solving the housing problem for the poor. To achieve this aim, a research methodology, consists of literature review and field study, is developed to accomplish four objectives. Firstly, literature review is used to study the housing problem in South Africa, investigate the quantity surveying profession and unpack the concept of CSR. Secondly, results from a field study carried out by (Mia and Othman, 2007) aimed at investigating the perception and application of the CSR concept by SAQSF are presented. Thirdly, an innovative business improvement framework integrating the concept of CSR within SAQSF is developed. Finally, based on literature review and field study results, the research conclusions and recommendations are summarised.

2. Literature review
2.1 The housing problem in South Africa
Since South Africa's democratic transition in 1994, housing the nation is one of the greatest challenges facing the government. The extent of the challenge is derived from

the massive size of the housing problem, the increased demand for housing, the desperation of the homeless, as well as the bureaucracy, inherited from the previous government (Department of Housing, 1994). In order to overcome these obstacles, different policies, strategies, programmes and projects have been initiated to attack the housing problem and provide affordable housing for the poor. Despite government initiatives to provide affordable housing projects, there is still a real housing problem for the poor.

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The Department of Housing (1994) attributed the cost of housing as one of the main problems associated with housing delivery for the poor in South Africa and highlighted that affordability is the most single significant constraint to the housing delivery process. In addition, Sisulu (2004) stated that the housing backlog is intensified by a lack of development finance and a lack of end-user finance. The housing problem in South Africa is characterised by an extremely large housing backlog and high costs of housing delivery.

2.1.1 The effects of apartheid on housing for the poor. While South Africa as a country has come far since the fall of the apartheid regime, the nation still bears the brunt of the decisions made by the previous Apartheid government. Apartheid, the Afrikaans word for separateness, fundamentally caused racial inequality resulting in socially, economically and politically divided races, which were unequally housed. The South African Non-Governmental Organisation Coalition (SANGOCO, 2007) underlines the negative effects of Apartheid on housing as it restricted African urbanisation and allocated fewer resources for housing to blacks than whites, therefore many people today do not have adequate housing. Legislation such as The Group Areas Act (No. 41 of 1950) established specific areas for the exclusive occupation of each racial group (Lemon, 1976) and townships developed, which are areas designated for use by non-whites (Bozzoli, 2004). During the era of Apartheid, housing was used as an instrument of segregation and essentially, the black South Africans, were inadequately housed therefore adding to the housing backlog faced today (Kithakye, 2007).

2.1.2 The contemporary status of housing for the poor in South Africa. According to the Government Communication and Information System (GCIS, 2006) housing is a fundamental part of government's commitment to reduce poverty and improve the quality of people's lives. Recent reports on existing housing conditions for the poor in South Africa indicate that the housing department has to date produced 2.4 million houses in the last 12 years (Sisulu, 2007). The United Nations supports these statistics by confirming that South Africa's record of providing houses to the poor is unparalleled in the history of housing delivery in the world (South Africa info, 2003). In the future it is expected that expenditure in housing delivery will increase from Rand 4.2 billion in 2002/2003 to Rand 9.5 billion in 2008/2009 (GCIS, 2006). Many South Africans, however still remain homeless and the government now faces new problems in housing delivery such as increased building costs as a result of the increased demand for building materials as South Africa approaches the 2010 Soccer World Cup (Sisulu, 2007).

2.1.3 Obstacles to housing delivery. The Department of Housing (1994) and Cloete (1998) highlight some of the obstacles to housing delivery. These obstacles could be summarised as:

- *Scale of the housing problem.* The large-scale of the housing backlog coupled with the low-incomes of large proportions of South Africa's population implies that many people are unable to afford adequate housing.

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- *Structure of South Africa's human settlements.* The dispersed nature of many rural settlements hampers servicing and makes access to amenities such as water, sanitation and electricity difficult.
- *Institutional framework.* The lack of institutional capacity-technical, managerial and administrative skills inherited from the past framework governing housing delivery contributes to the housing problem for the poor.
- *Land and planning issues.* The inability and unwillingness to release sufficient suitable land for housing continues to be a restraint to timeous housing delivery. Access to and security of land tenure, which is well-located, suitable for housing development and affordable remains an obstacle to housing delivery.
- *The housing construction sector.* An inadequate development framework where lack of land, infrastructure and lengthy planning procedures, hinder developers' ability to carry out housing developments effectively and efficiently.
- *Sociological issues.* Issues such as high expectations of the poor, crime and violence as well as low levels of consumer education are among some challenges facing adequate housing delivery.
- *Economic issues.* Economic factors such as low growth rates, declining per capita income and inflation are some of the economic issues hampering housing delivery. In addition, unavailability of development and end-user finance and low private sector involvement in terms of finance, land development and housing construction, also contribute to the obstacles facing housing delivery.

2.1.4 The government initiatives

(1) *The reconstruction and development programme (RDP).* The RDP was developed after the election of the 1994 democratic presidency and sought to eradicate all the effects of Apartheid and provide adequate housing for all. Since 1994, under the RDP, over a million houses have been built (ANC, 2007).

(2) *The national housing programmes (NHPs)* NHPs are national housing mechanisms implemented across South Africa to facilitate adequate housing delivery for the poor. They are divided into four categories.

- *Financial housing programmes:* these programmes are developed to facilitate immediate access to housing goods and services creating enabling environment and providing implementation support.
- *Incremental housing programmes:* they are programmes developed to facilitate access to housing opportunities through a phased process that occurs in stages.
- *Social and rental housing programmes:* described as programmes facilitating access to rental housing opportunities, supporting urban restructuring and integration.
- *The rural housing programme:* this programme is developed to facilitate access to housing opportunities in rural areas (Department of Housing, 2007).

(3) *The Comprehensive Plan for the Development of Sustainable Human Settlements.* It is a 5-year plan launched in 2004 by the Department of

Housing to eradicate informal human settlements in South Africa. This could be achieved through:

- Accelerating housing delivery as a key strategy for poverty alleviation.
- Utilising the provision of housing as a major job-creation strategy.
- Ensuring that property can be accessed by all as an asset for wealth creation and empowerment.
- Leveraging growth in the economy, combating crime and promoting social cohesion.
- Using housing development to break barriers between the first economy residential property boom and the second economy slump.
- Utilising housing as an instrument for the development of sustainable human settlements in support of spatial restructuring (Sisulu, 2004).

2.2 The South African quantity surveying profession

2.2.1 The development of the quantity surveying profession. The quantity surveying profession is a long established profession and its practices and procedures have grown over the years as a result of experience (Hughes, 1978). The quantity surveying profession became known in England at the beginning of the nineteenth century. Before the term quantity surveyor was used in 1859, the terms measurer, custom surveyor or surveyor were used to describe the profession. The quantity surveyor measured work for all the contractors or master tradesmen as they were known at that time. At completion the quantity surveyor submitted accounts to the employer. As each tradesman had to develop his own bills of quantities (BOQ), this resulted in the employment of one quantity surveyor to draw up one BOQ for all of them and they would share the cost of his services. This also created a more democratic manner of tendering on the job as all the tradesmen were now competing for the tender on the same basis as opposed to each having a separate set of documents. Subsequently, the building owner began to employ the surveyor and pay him directly. In this way the surveyor reached a consultant status (ASAQS, 2007a). In South Africa the Association of South African Quantity Surveyors (ASAQS) governs and manages the profession.

2.2.2 The traditional role of the quantity surveyor. According to the Royal Institute of Chartered Surveyors (RICS, 1977) the traditional role of the quantity surveyor is to efficiently direct the resources of a building project during the whole construction period. Hutchinson (1992) stated that the traditional, core role of the quantity surveyor is the production of BOQ. Willis and Ashworth (1987) and RICS (1977) identified the roles of the quantity surveyor as:

- Preliminary cost advice and approximate estimating refers to cost studies at the feasibility stage of the project that allow the quantity surveyor to ascertain the probable cost of a project.
- Cost planning including investment appraisal, life-cycle costing and value analysis indicates controlling the cost of a project so that the tender cost is within the acceptable limits of the first estimate. This aspect of quantity surveying also refers to obtaining value for money on a construction project.
- Contractual procurement and tendering procedures refers to making decisions on contract procedures, the type of contract to be utilised, the method of obtaining

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tenders as well as selecting contractors and subcontractors suitable for a particular project.

- Preparation of contract documentation refers to drawing up, in most cases a Bill of Quantities by translating the working drawings and specifications of the project into rates and quantities.

- Evaluation of tenders received refers to adjudicating tenders and checking whether the tenders meet the requirements of the client and project.

- Cash flow forecasting, financial reporting and interim payments underlines facilitating the finances of a construction project throughout the duration of the project.

- Final accounting and the settlement of contractual disputes refers to calculating and paying the relevant balances due at the end of a project. Often when measured work does not equal the value of the actual works, contractors submit claims which the quantity surveyor investigates. The quantity surveyor is also called upon to act as arbitrators in disputes and give expert advice and evidence on contractual matters.

- Cost advice during use by the client refers to the financial guidance given by a contractor to a client in terms of post-construction maintenance of the project.

2.2.3 The contemporary role of the quantity surveyor. The quantity surveying profession has been governed by historical practices and procedure. This inherently underlines the fact that the profession itself has not had much growth in its professional scope for a number of years. Predominantly, the aforementioned roles still stand. On the other hand, the social, political and economic spheres have changed and matured over the years, both locally and internationally. Innately, the roles and responsibilities of the quantity surveyor have to encompass a contemporary perspective, in an effort to meet and satisfy these changes. During current times, the role of the quantity surveyor has changed. While the definition proposed by Willis and Ashworth (1987) still holds true, the portfolio of the quantity surveyor has expanded. Contemporary times have resulted in a wider range of multidisciplinary tasks which the quantity surveyor may provide such as:

- estimates of capital or asset costs including development costs;

- estimates of operating and manufacturing costs through an asset's life cycle; and

- Dispute resolution (ICEC, 2002).

It is clear that developments in the environment influence the future of the quantity surveying profession and quantity surveyors have to understand and be prepared to participate in a pro-active manner. The quantity surveying profession must have the competencies and desire to contribute towards the development of other people, and assist society in developing the skills and desire to serve its own needs (Verster, 2004). This recognition of the quantity surveying profession's social role, by the ICEC indicates that the concept of corporate social responsibility (CSR) is understood by the quantity surveying profession. Recent times have shown wider social interests beyond the narrow role of the quantity surveyor. This is supported by Verster (2004) who indicates that the problem of housing for the poor and the settlement of poor people require consideration by the quantity surveying profession. Furthermore, by

understanding these future scenarios the quantity surveying and cost engineering profession will develop the skills to play a role in the changing world and survive and grow as a profession.

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2.3 The corporate social responsibility concept

2.3.1 Definitions. CSR is defined as the obligation of an organisation to act in ways that serve the interests of its stakeholders (Schermerhorn *et al.*, 2005). McAlister (2005) and Carroll (1993) highlighted the emerging consensus amongst business to extend the role and responsibility of business beyond profit seeking. There is widespread acceptance of the view that if business is to prosper, then the environment in which it operates must prosper as well. This means that business must adopt approaches in which companies see themselves as part of a wider social system. CSR during recent times has been awarded a significant number of terms and definitions, including corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, sustainability, stewardship, triple bottom line and responsible business (Hopkins, 2004). Vogel and Bradshaw (1981) highlighted that CSR refers to the way in which a corporation behaves while it is pursuing its ultimate goal of making profits. Baker (2007) supported this definition and defined CSR as how companies manage its business processes to produce an overall positive impact on society.

2.3.2 Development of the CSR concept. Before the 1990s, CSR was loosely defined and companies were simply doing good to look good (Kotler and Lee, 2005). Companies donated money to as many organisations as possible, reflecting a perception that this would satisfy the most people and consequently create the most visibility for philanthropic efforts. Carroll (1999) traced the growth of CSR over the years, from the 1950s through to the 1990s and indicates that evidence of the business community's concern for society can be traced back for centuries.

In the 1950s, CSR was referred to as social responsibility (SR). Bowen (1953 cited in Carroll, 1999) defined SR as the obligations of businessmen to pursue business goals in terms of the values of society.

During the 1960s there were increased efforts to formalise the definition of CSR. Davis (1960 cited in Carroll, 1999) referred to CSR as businessmen's decisions and actions taken for reasons beyond the firm's financial interests. Later, McGuire (1963 cited in Carroll, 1999) set forth the definition that the corporation has not only economic and legal obligations but also social responsibilities beyond those obligations. This period also marked a milestone that considered companies as people, and highlighted the notion that business must act as justly as a proper citizen should.

In the early 1970s, Johnson (1971 cited in Carroll, 1999) defined CSR by highlighting that socially responsible firms have diverse interests. According to Carroll (1999) it was during this period that increased mention of corporate social performance (CSP) and CSR occurred.

The 1980s paved the way for a number of definitions that emerged in relation to CSR including corporate social responsiveness, public policy, business ethics, and stakeholder theory. During this period, there were increased attempts to measure and conduct research on CSR (Carroll, 1999).

In the 1990s with the onset of the millennium, Wood (1991) presented an important contribution to CSR and its definition in the form of a CSP model, based on the work of Carroll (1979). The model incorporated three dimensions of:

(1) principles;

(2) processes; and

(3) outcomes.

It thus expanded the definition of CSR.

Today CSR means different things to different stakeholders. Baker (2007) highlighted that in different countries; there will be different priorities, and values that will shape how business undertakes its CSR. In this research, housing for the poor is considered the priority that guides SAQSF in undertaking its CSR. According to Kotler and Lee (2005) today more corporations pick a few strategic areas of focus that fit within their particular corporate values as well as selecting initiatives that support their business goals. Therefore, the contemporary approach to CSR entails supporting corporate objectives while simultaneously playing a CSR role so that the company's social activity is complementary to its primary business role.

2.3.3 CSR and the construction industry. Recently, the construction industry has become the target of environmentalists and governments to improve its performance towards the environment more effectively (Teo and Loosemore, 2003). This put the construction industry and its organisations under pressure to deal not only with an effective and efficient building and construction services, but also with effective management of their business (Price and Newson, 2003). The key CSR challenges to the construction industry are likely to be in the areas of: moral obligations to be a good citizen and do the right thing, sustainability, reputation that justifies CSR initiatives towards improving the industry image (Porter and Kramer, 2006), relationship with employees and unions, relationship with suppliers, community representatives and commitment to report transparently on CSR (Yadong, 2007), employment opportunities, stakeholders involvement by carrying out public consultations about their projects, health and safety standards, human rights, non-discrimination and anti-corruption policies (Freshfields Bruckhaus Deringer, 2006). Construction professionals (i.e. architects, quantity surveyors, etc.) can play important role in addressing these issues in their unique disciplines. For instance, architects can participate through escalating the awareness within the architectural practice of the importance of saving the environment and encouraging the adoption and application of sustainability concepts in the architecture design, reducing negative impacts of buildings on the environment through using durable, environmental friendly, non-toxic, easy to maintain, energy efficient and recyclable materials, ensuring that the design considered people with special needs, considering the Life Cycle Cost of the project and minimize the cost of operation and maintenance (Othman, 2007).

2.3.4 Opposing views of CSR. The concept of CSR and its practical application does not go without debate. Critics argue as to whether CSR is actually a benefit or a disadvantage to society. Norris (1981) indicates that there is growing controversy between the SR of business and the profit making responsibility of business. Friedman (1970) questions, what it means to say that business has responsibilities? Smith (1990) supports this perspective and proposes five additional arguments against CSR:

(1) Business's function is economic, not social and as such the role of business is solely to make a profit.

(2) CSR will have a price for the firm as it refers to capital outlay in one form or another and therefore results in a competitive disadvantage for the company.

(3) This point questions whether companies have the skills and knowledge to deal with social issues. Friedman (1970) supports this ideology and questions, if businessmen do have a responsibility other than profit seeking, how are they to know what this responsibility is?

(4) This concept highlights that combining social activities with the economic activities of business would give business an excessive concentration of power. This argument supposes that private organisations should not take on the role of public organisations.

(5) The final argument presupposes that social issues are the concern of government thus companies pay taxes so that these issues may be resolved by government and therefore there is no need for additional CSR on the part of business (Smith, 1990).

On the other hand there are a significant number of positive arguments associated with CSR. Colmer (2003) and Kotler and Lee (2005) highlight the benefits of CSR as:

- Improved financial performance, increased sales and market share.
- Better risk and crisis management.
- Reduced operating costs, decreased operating costs.
- Increased worker commitment, increased ability to attract, motivate and retain employees.
- Enhanced brand value and reputation, strengthened brand positioning.
- Good relations with government and communities.
- Long-term sustainability for your company and society.
- A licence to operate.
- Long-term return on investments.
- Increased productivity.
- Enhanced corporate image and clout.
- Increased appeal to investors and financial analysts.

3. The field study
3.1 Background and sampling
Establishing a link between academia and perceptions of construction professionals helps enrich academic research with real practical case studies and utilise academic expertise to improve construction performance. This section presents an interesting field study, consisted of survey questionnaire and unstructured interview, carried out by (Mia and Othman, 2007) aimed to investigate the perception and application of the CSR concept by SAQSF towards solving the housing problem for the poor. In order to escalate the reliability and validity of research findings, a representative and non-biased sample was selected. This was achieved by adequately covering all quantity surveying firms registered as members of the ASAQS under the KwaZulu Natal Chapter (ASAQS, 2007b). The result was a list of 61 firms. Out of these firms, 26 replied to the questionnaire (43 per cent). It was planned to meet all respondents to the questionnaire, but due to the time constraints and work commitment of interviewees only three firms agreed to be interviewed. Although the lower number of interviewed

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firms, the attitudes, opinions and viewpoints reflected in the interviews provide rich and valuable insight to the research. In order to ensure that collected data is not biased, the following measures are applied:

- Ensuring that the designed questionnaires and interviews fully represent the underlying concept of the study (Baker, 1994).
- Consulting a number of specialists to assess the extent to which the questions relate to the subject being investigated (Nachmias and Nachmias, 1996).
- Using as much as possible of fixed choice answers.
- Pre-testing of the questionnaires and interviews.
- Making sure that each respondent understood the questions in the same way as other respondents and their answers were coded correctly (Silverman, 2001).
- Encouraging respondents to answer the questions honestly and competently (Adams and Schvaneveldt, 1991).

3.2 Findings of the field study
3.2.1 Findings of the survey questionnaire:

- Sixty-five per cent of respondents to the questionnaire mentioned that CSR is a concept that is recognised by SAQSF. Ninety-six per cent of the firms that recognise the concept mentioned that they implement it in performing their daily business functioning.
- Sixty-five per cent of respondents stated that CSR can be used as a marketing tool, where 62 per cent of respondents mentioned that CSR is the right thing to do and there is a need for the concept in South Africa.
- Investigating the application of CSR concept showed that 85 per cent of respondents noted that awarding of student bursaries is the most common form of CSR carried out by SAQSF.
- Respondents, who indicated that their firm do not adopt CSR, mentioned that the reason for this is that their companies do not understand their CSR role and there are time, money and energy constraints, inherent in adopting CSR. The respondent also highlighted that "adopting CSR objectives" may not be profitable for a company, when there is sufficient other work to sustain the practice.
- Thirty-eight per cent of the respondents stated that they appoint ethics officer as a liaison between the firm and the public, student and authoritative bodies. Sixty-two per cent of the respondents mentioned that the position of an ethics officer within SAQSF is a new idea.
- All SAQSF indicated that there is sever housing problem for the poor in South Africa and they have to play a role to solve it. Sixty-two per cent stated that their role is ranked three on a scale of five.
- All respondents stated that the traditional roles of SAQSF could be employed in a social context, towards assisting government in housing delivery for the poor.

3.2.2 Findings of the unstructured interview:

- The interviewees indicated that SAQSF understand the need for CSR in South Africa in terms of housing provision for the poor. SAQSF comprehend

their social role in terms of applying their inherent knowledge and skill of construction and its related financial aspects, to assist in solving the problem of housing for the poor in South Africa. This role is however limited as there are myriad problems that contribute to the housing problem experienced in South Africa, all of which, cannot be solved solely by the quantity surveying profession.

- Implementation of CSR, in the context of housing provision requires long-term commitment as well as support from higher-level authorities and is perceived to be idealistic, but nevertheless a possible endeavour.

- Respondents expressed that given the normal business functioning constraints in terms of resources and time, the CSRF is an idealistic notion, but is still feasible and worthy of implementation in SAQSF. At the same time, it must not go without mention, that the primary objectives of SAQSF are corporate and thus profit-seeking in nature.

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4. Discussion

The relationship between housing the poor in South Africa, the SAQSF and the CSR concept, is reinforced by literature review, field study, SAQSF and the government. This relationship is strengthened through the sever problem of housing the poor in South Africa, coupled with the increased government calls for private sector initiatives and involvement in housing delivery as well as the quantity surveying profession's recognition of its CSR role through the application of its inherent knowledge as an approach to assisting government in housing delivery for the poor. Overcoming the obstacles of housing delivery highlights the need to support government initiatives and empower the quantity surveying profession's collaboration with the public sector. Although interviewees mentioned that, the CSR is a long-term commitment process and requires authorities support, utilising the practical experience of quantity surveyors is highly sought in this regard to assist government in alleviating the problem of housing for the poor in South Africa.

5. The corporate social responsibility framework (CSRF)

A framework is defined as a structure for describing a set of concepts, methods and technologies required to complete a product process and design (EDMS, 2007). The corporate social responsibility framework (CSRF) (hereinafter referred to as "the framework" or the "CSRF") is a proposed framework developed by this research to integrate the CSR concept into the daily business functioning of SAQSF, as an approach to assist in solving the housing problem for the poor, in South Africa. It describes the functions that SAQSF have to adopt, in order to effectively support government housing initiatives.

5.1 The need for the corporate social responsibility framework

The International Organisation for Standardisation articulates that as more companies and organisations decide that they must address the principles and concept of CSR, there is a simultaneous increasing need for tools to help them to define and address what CSR means and how to implement it in their business (IISD, 2007). Thus, the need for the developed CSRF is ascertained by the international recognition of integrating the CSR concept into companies. The necessity for the CSRF is also established

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from the importance of supporting national government housing initiatives for the poor. The housing problem for the poor in South Africa is a huge challenge, which requires the unified effort of all sectors of society (South Africa info, 2007). This view is supported by Mia and Othman (2007) who underline that the pivotal role played by SAQSF in managing the financial aspects of construction projects could be utilised to alleviate the housing problem for the poor. This necessitates the need to identify how the CSR concept could be integrated into the SAQSF activities.

5.2 The aim of the corporate social responsibility framework
The CSRF is an innovative business improvement tool integrating the concept of CSR within SAQSF as an approach for supporting the government initiatives towards solving the housing problem for the poor.

5.3 The functional description of the corporate social responsibility framework
The functional description of the CSRF is designed to guide SAQSF in integrating CSR into their activities. Because its deals with functional/activity modelling, facilitates the development of a comprehensive model, easy to use and understand, has been proven to be suitable for use in construction (Sanvido, 1988) and provides a mechanism for decomposing a function into a number of smaller sub-functions and verifies that the inputs and outputs of the function match those of its sub-functions (Wu, 1994), the IDEF0 notation is used to represent the functional description of the framework.

5.4 The contents of the CSRF
The contents of the CSRF are shown in Table I. They are: integrating the concept of CSR into SAQSF (CSRF/A0), identifying area of improvement (CSRF/A1), establishing improvement objectives (CSRF/A2), developing new roles of SAQSF (CSRF/A3) and implementing the developed roles of SAQSF (CSRF/A4) as shown in Figure 1. A top level (CSRF/A-0) presentation of the framework is presented in Figure 2.
    5.4.1 Identifying area for improvement. The "identifying area of improvement" function (Figure 3) is a decomposition of box 1 in the CSRF/A0 diagram (Figure 1). This function aims to identify the area that needs to be improved in SAQSF. The input of this function is the traditional role of SAQSF. It is of prime importance to have an orientation meeting prior to the study to understand the study objectives and identify the improvement area. This will help identify the information required for the study. In addition, strategic matters such as selecting team members, study date, time, duration and location have to be decided. The right selection of team members is critical to the success of improvement study. Gaining the top management support and approval will facilitate the acceptance and implementation of the study decisions. The concept of CSR has to be explained to the study team and the data collection and analysis tools for

Diagram reference	Description
CSRF/A0	Integrating the Concept of CSR into SAQSF
CSRF/A1	Identifying area for improvement
CSRF/A2	Establishing improvement objectives
CSRF/A3	Developing new roles of the SAQSF
CSRF/A4	Implementing the developed roles of SAQSF

Table I.
Node index for the CSRF
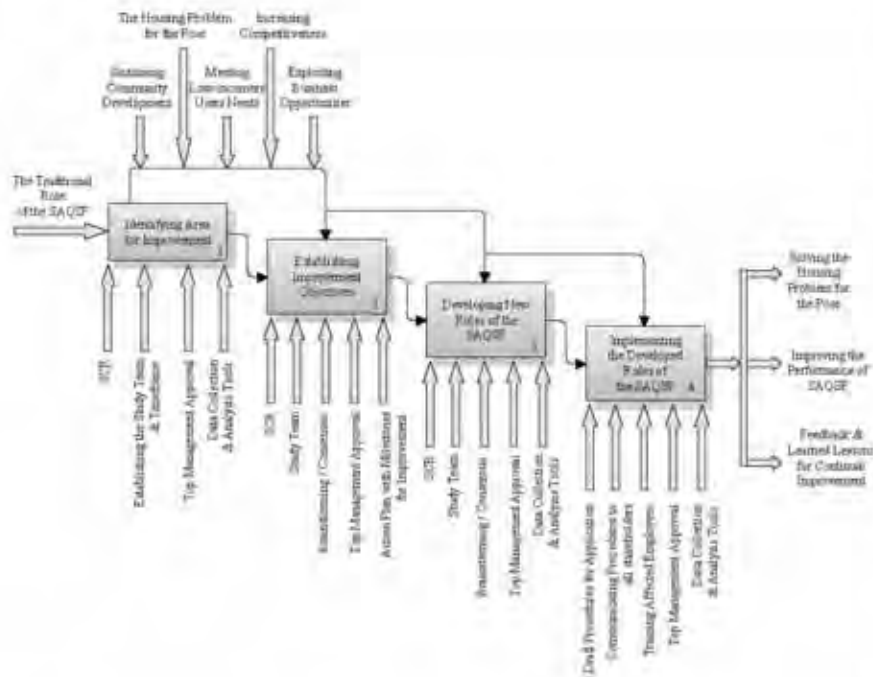
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Figure 1.
The four main steps
of the CSRF
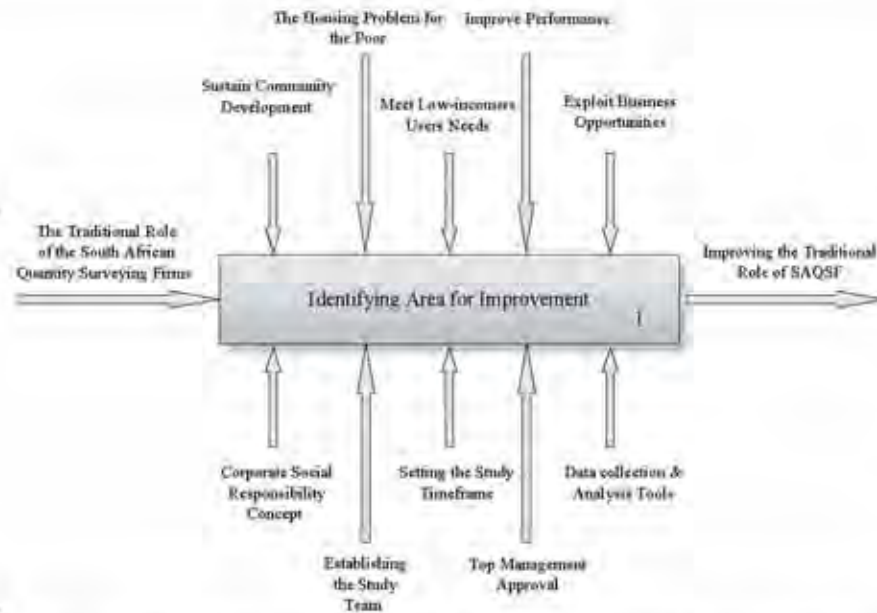
Figure 2.
The top level diagram
of the CSRF

Figure 3.
Identifying area for improvement

carrying out the study have to be selected. The identification of the improvement area has to be done in an endeavour to sustain community development, solve the housing problem for the poor, meet the needs of the poor, increase competitiveness between SAQSF and exploiting business opportunities. The outcome of this activity is improving the traditional roles of SAQSF.

5.4.2 Establishing improvement objectives. The "establishing improvement objectives" function (Figure 4) is a decomposition of box 2 in the CSRF/A0 diagram (Figure 1). This function aims to establish the improvement objectives. The output of the previous function is the input of this function. Establishing the improvement objectives has to be done through applying the concept of CSR. In addition, brainstorming sessions and consensus techniques will be used to generate and evaluate innovative and creative ideas. Gaining the top management approval on improvement objectives and the developed action plan with milestones will allow the team members to continue the study with confidence and ensure the adoption of study recommendations. The factors that control the establishment of improvement objectives remain the same as in the previous function. The output of this function is to support government initiatives for solving the housing problem for the poor and improve the performance of SAQSF.

5.4.3 Developing new roles of SAQSF. The "developing new roles of SAQSF" function (Figure 5) is a decomposition of box 3 in the CSRF/A0 diagram (Figure 1). The aim of this function is to develop new roles of SAQSF through improving the traditional roles. The input for this function is the output of the previous function. Developing the new roles will be achieved by the study team who have to understand and apply the concept of CSR. In addition, brainstorming sessions and consensus techniques are used to generate and evaluate creative ideas and new suggestions for improving the traditional roles. Top

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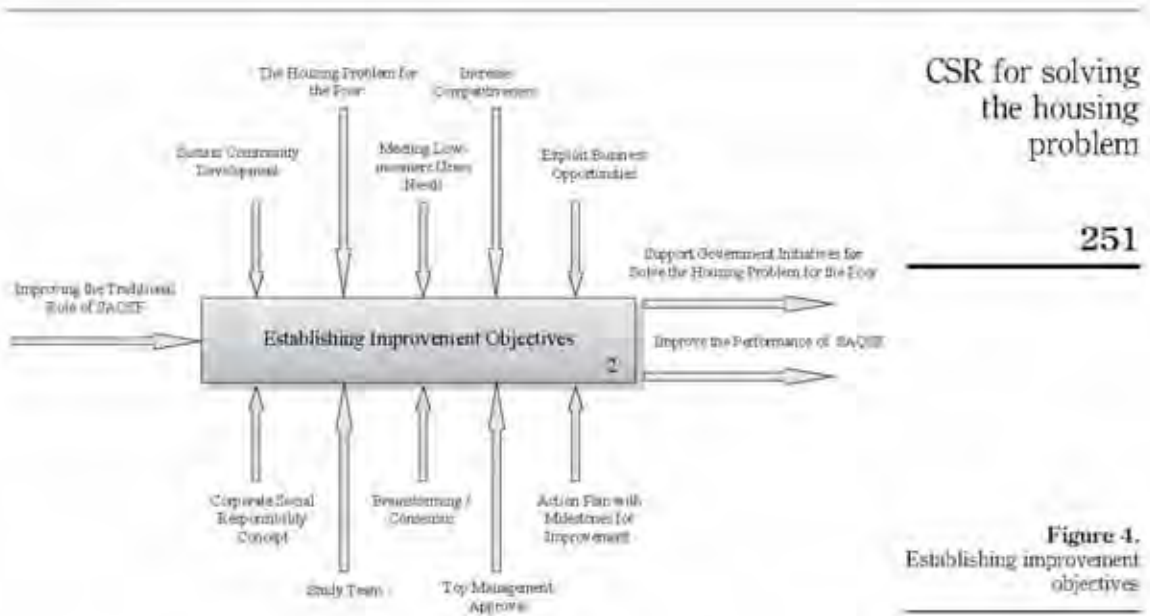
Figure 4.
Establishing improvement
objectives

Figure 5.
Developing new roles
of the SAQSF

management approval will support the study and allow the study team to go with confidence to the next step. Data collection and analysis tools have to be selected to support this function. The controls remain the same as in the previous function. The output of this function is new developed roles of SAQSF in five different, integrated aspects, namely; government, society, economy, law and technology.

5.4.4 Implementing the developed roles of SAQSF. The "implementing the developed roles of SAQSF" function (Figure 6) is a decomposition of box 4 in the CSRF/A0 diagram

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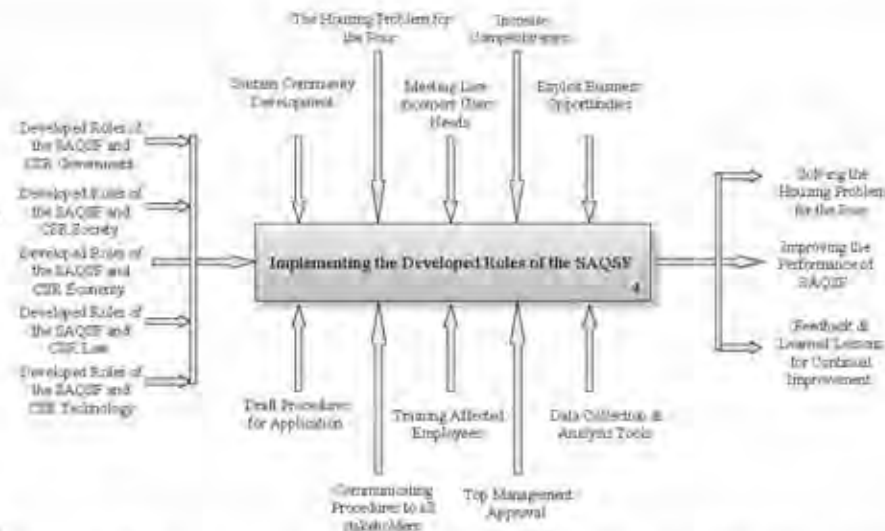
Figure 6.
Implementing the
developed roles
of the SAQSF

(Figure 1). This function aims to implement the developed roles of SAQSF. Although this function is beyond the scope of this research because of the time required to implement the developed framework and measure its role in improving the performance of the SAQSF it is valuable to explain how the developed roles will be implemented in SAQSF. In addition, it provides practical guidance for further research to test the CSRF. The input for this function is the developed roles of SAQSF. The controls remain the same as in previous functions. The implementation process will be carried out by drafting procedures for application and communicating them to all concerned staff members. In addition, affected employees will be trained to implement the new roles. Management approvals will play an important role through assigning the needed recourses for improvement. Collecting and analysing the obstacles during the implementation process will help suggesting corrective action to continue the implementation process. The output of this function may be considered the most significant as they are, solving the housing problem for the poor in South Africa, improving the performance of SAQSF and monitoring and feedback for continuous improvement of SAQSF.

6. Benefits of the corporate social responsibility framework
Based on the authors' deduction, the benefits of the CSRF are three-fold in that they influence SAQSF, the South African government, the poor and society. In terms of SAQSF, the framework provides a platform for enhancing business performance and competitiveness. The framework also provides a new social dimension to SAQSF. The framework plays an important role in supporting the government initiatives through the involvement of SAQSF in housing delivery for the poor in South Africa. The poor society of South Africa is directly benefited from the framework, as the CSRF is a systematic attempt to house the poor. Society in general is assisted as the provision of housing for the poor in South Africa, ultimately results in social and economic development for the whole society.

7. Limitations of the corporate social responsibility framework

The effective application of the framework depends to a large extent on the encouragement of the top management in SAQSF to support the government initiatives to solve the housing problem for the poor. If the top management does not have the desire and tended not to use the framework, then its adoption will be limited. The application of the framework is a long-term strategy to improve the traditional role through integrating a SR perspective, and within the current culture in the construction industry where performance is almost calculated in monetary terms and limited attention has been paid for the social role towards the community improvement, this framework might not be welcomed by some sectors of the industry. The benefits of the framework should be clearly presented to top management of SAQSF in order to get them convinced with the role, which the framework could play in improving their performance and solving the housing for the poor. This will increase the opportunities for adopting the framework. The timeline for implementation as indicated is a long-term commitment. It is important to note, that depending on changing the attitudes and perceptions of managers who shape the missions and visions of their companies, the timeline for implementing the CSRF may vary accordingly.

8. The CSR role of SAQSF towards solving the housing problem for the poor

SAQSF can contribute toward solving the problem of housing for the poor under the following categories:

(1) *SAQSF and CSR government*
- Assisting the government by advising the Department of Housing on the approximate cost of proposed housing developments.
- Estimating of forecast prices to advise the government, on the estimated expenditure on a particular housing scheme.
- Advising the government on the use of substitute materials that are durable as well as cost effective.
- Suggesting strategies for energy efficient housing and the use of alternative building methods and materials.
- Assisting the government in deciding the feasibility of proposed projects through appraising the investment of housing developments, taking into account the lifecycle costs and value of the project.
- Expediting the supply of basic services which hinders the delivery of housing for the poor (Mia and Othman, 2007).

(2) *SAQSF and CSR society*
- Promoting end-user involvement in the design process, reducing the cost of modifications, later in the building process.
- Producing simple documents for cash flow forecasting, financial reports and interim payments.
- Promoting positive partnerships between SAQSF and other engineering disciplines, therefore improving information and experience exchanges which results in improved housing developments.

- Offering training courses and jobs for recently graduated quantity surveyors as well as sponsoring undergraduate students (Mia and Othman, 2007).

(3) *SAQSF and CSR economy*

- Clarifying and thoroughly investigating the cash flow, zoning and building regulations of housing developments for the poor, allowing for transparency, accountability and better management of government expenditure.
- Encouraging using local products and labour, helps improve the national economy and reduce the number of unemployed people in South Africa (Mia and Othman, 2007).

(4) *SAQSF and CSR law*

- Facilitating the legal requirements to speed up the release of land and loans.
- Stating rules to encourage SAQSF to integrate CSR into the firm and play an important role in supporting government housing initiatives.
- Improving the guiding rules and parameters for evaluating tenders and contractors selection to achieve best value for money (Mia and Othman, 2007).

(5) *SAQSF and CSR technology*

- Utilising the benefits of information management and information technology to facilitate the procurement and tendering processes as well as the communication between parties.
- Reducing the professional time required for work completion through exploiting the identical, simple and repeated design of housing developments as well as utilising simple, repetitive contract documentation. (Mia and Othman, 2007).

9. The effects before and after the implementation of CSRF

The effects before implementation of CSRF in SAQSF indicate that the concept of CSR is understood by SAQSF but on the contrary, its application is limited. In the broad-spectrum, it appears that CSR is an ideology, that has not been fully embraced by SAQSF as part of the firm's daily business functioning. While SAQSF have expressed willingness to integrate CSR into the firm, to assist in alleviating the problem of housing for the poor in South Africa, the effects after implementation of CSR can only be effectively measured once the framework presented herein is implemented in firms.

10. Conclusions and recommendations

Having reviewed the housing problem in South Africa, unpacked the concept of CSR, investigated the quantity surveying profession, presented the developed framework and bearing in mind the previous results derived from the field study the research may reach the following conclusions and recommendations:

- Housing the nation is one of the greatest challenges that face the South African government. Despite the government initiatives to provide housing projects, there is still a real housing problem for the poor.
- Overcoming the obstacles of housing delivery highlights the need to support government initiatives and empower the private sector towards playing a social role towards community development.

- Because of their pivotal role in managing project costs, SAQSF are capable to to support government initiatives to solve the housing problem for the poor through utilising their knowledge and practical experience.
- SAQSF are recommended to adopt the developed framework to escalate their awareness and integrate CSR into their business.
- Conducting the same study in the construction and allied industries in an effort to create increased awareness of CSR in the built environment and to guide implementation of CSR in other engineering disciplines.

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University of KwaZulu-Natal
School of Civil Engineering, Surveying and Construction
Property Development Programme

Dear Sir/Madam

I am currently undertaking academic research in partial fulfilment of the requirements for the Honours Degree in Property Development (Quantity Surveying) at the School of Civil Engineering, Surveying and Construction, Faculty of Engineering, University of KwaZulu-Natal, Durban, South Africa. The research aims to integrate the concept of Corporate Social Responsibility into South African Quantity Surveying Firms, as an approach to assist in alleviating the housing problem for the poor in South Africa.

Surveying questionnaires are an important and integral part of academic research. The questionnaire in hand, aims to investigate the perception of the concept of Corporate Social Responsibility by South African Quantity Surveying Firms. The proposed questionnaire is directed to a selected number of well established Quantity Surveying firms. Your firm has been selected to be surveyed. Dr Ayman Othman (research supervisor) and myself would be very grateful if you answer the questionnaire to the best of your knowledge. Your reliable responses will effectively contribute towards the successful completion of my research.

As I appreciate your busy time schedule, I devoted my effort to make the questionnaire as simple as possible. Hoping that you wish to facilitate the successful completion of this academic research, I would like to ensure that your responses will be used confidentially, purely and strictly in academic studies and not for any other purposes.

If you have any queries or you would like to discuss any question, please do not hesitate to contact me on the addresses mentioned in the questionnaire.

Thanks for your co-operation

Yours Sincerely

Basheera Mia   **Dr. Ayman Othman**
Honours Student   **Research Supervisor**

Housing for the Poor: An Investigation into the Corporate Social Responsibility of South African Quantity Surveying Firms

An Academic Survey Questionnaire Investigating The Perception Of The Concept of Corporate Social Responsibility (CSR) By South African Quantity Surveying Firms (SAQSF)

Thank you for taking the time to complete this questionnaire. Your input is greatly valued and will be used in understanding the perception of SAQSF toward integrating the concept of CSR into South African Quantity Surveying Firms, as an approach to assist in alleviating the housing problem for the poor in South Africa.. All responses will remain completely confidential.

Please return the completed questionnaire in the envelope provided to:
Ms. Basheera Mia
P.O. Box 70768,
Overport,
Durban, South Africa.
4067

For Contact:
Tel (Home) : (031) 208 1085
Tel (Cell)   : 082 351 3584
Fax (work) : 031 265 0038
E-mail   : 204501741@ukzn.ac.za

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Section (1)

General Information

This section aims to obtain general information of the surveyed firms.
Please complete the following information to the best of your knowledge.

Organisation Name			
Organisation Address			
Contact Phone No.		**Contact Fax No.**	
Your Designation		**E-mail Address**	

Section (2)

Corporate Social Responsibility

Question (1)

The following explanation describes the concept of CSR. Please read it and tick the appropriate box.

Corporate Social Responsibility is a concept that suggests that commercial corporations have a duty to care for society at large, in all aspects of their business operations. It implies that a business should undertake its functions not only based on financial indicators but also taking cogniscance of the social consequences of its business decisions.		
Have you used this concept before?	**Yes**	**No**

Question (2)

What does the internal governance of your company reflect? **Please tick the appropriate box, you may tick more than one box**	
• Company vision for the future	
• Mission statement	
• CSR objectives	
• Other, please specify_____	

Question (3)

Does your company adopt Corporate Social Roles and Responsibilities in performing its functions?	**Yes**	**No**
if "yes" go to question (4) if "no" go to question (7)		

Question (4)

Which of the following reasons encouraged your company to adopt CSR objectives? **Please tick the appropriate box, you may tick more than one box**	
• It can be used as a marketing tool	
• It is simply the right thing to do	
• It is a fad	
• All of the above	
• Other, please specify_____	

Question (5)

How frequently does your firm's management refer to or incorporate CSR during daily, weekly or board meetings? Please tick the appropriate box				
Never	**Rarely**	**Sometimes**	**Frequently**	**Always**

Question (6)

Which of the following forms of social practice are carried out by your firm? **Please tick the appropriate box, you may tick more than one box**	
• Donations	
• Scholarly Bursaries	
• QS Services free of charge	
• Other, please specify_____	

Question (7)

What are the reasons that hinder your firm from adopting a CSR perspective? **Please tick the appropriate box, you may tick more than one box**	
• It is not a mandatory objective	
• Our company doe not fully understand its CSR	
• Time, money or energy constraints	
• All of the above	
• Other, please specify_____	

Question (8)

Do you believe that your firm should have a Corporate Social Responsibility?	Yes	No

Question (9)

How well would you rank your firm's awareness towards Corporate Social Responsibility? Please select the appropriate rank where 1=Never Aware and 5= Extremely Aware				
1	**2**	**3**	**4**	**5**

Question (10)

Does your firm have an ethics officer?	Yes	No

If "yes", what is the role of your ethics officer? Please tick the appropriate box, you may tick more than one box	
• Motivator	
• Liaison	
• Spokesperson	
• Other, please specify_____	

Question (11)

Do you believe that there is a need for CSR in South Africa?	Yes	No

Question (12)

Do you feel there is a severe housing problem for the poor in South Africa?	Yes	No

Question (13)

How severe do you think the problem is? Please select the appropriate rank where 1=Not Severe and 5= Extremely Severe				
1	**2**	**3**	**4**	**5**

Question (14)

Do you think that Quantity Surveying firms have a Corporate Social Responsibility in assisting to alleviate the Housing problem for the poor? If yes, please rank the importance of this role from 1-5 where 1= very low importance and 5 = very high importance			Yes	No
1	**2**	**3**	**4**	**5**

Question (15)

Of the traditional Quantity Surveying roles listed below, which do you think may be applied in a social context, toward assisting in alleviating the problem of housing for the poor? Please tick the appropriate box, you may tick more than 1 box	
• Preliminary cost advice and approximate estimating	
• Cost planning including investment appraisal , life-cycle costing and value analysis	
• Contractual procurement and tendering procedures	
• Preparation of contract documentation	
• Evaluation of tenders received	
• Cash flow forecasting, financial reporting and interim payments	
• Final accounting and the settlement of contractual disputes	
• Cost advice during use by the client	

Question (16)

Do you think that CSR is an "unfunded mandate"?	Yes	No

Question (17)

What are the roles that the Quantity Surveying firm could play in these areas to assist in alleviating the housing problem for the poor in South Africa?	
Government	_____ _____
Society	_____ _____
Economy	_____ _____
Law	_____ _____
Technology	_____ _____

Housing for the Poor: An Investigation into the Corporate Social Responsibility of South African Quantity Surveying Firms

An Unstructured Interview Investigating The Perception Of The Concept of Corporate Social Responsibility (CSR) By South African Quantity Surveying Firms (SAQSF)

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Section (1)
The Problem of Housing for the Poor in South Africa

- Do you think that South Africa is suffering from a housing problem for the poor?

- What do you think are the reasons attributed to this problem?

- Do you think your company can assist government in housing delivery?

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Section (2)

The South African Quantity Surveying Firm

- What is the current role / scope of work of your firm?

- Do you think there is a changing role of your company?

- Is there any particular form of social endeavours carried out by your firm?

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Section (3)

The Concept of Corporate Social Responsibility

- What do you understand by the term CSR?

- Is there a need for CSR in South Africa?

- Does your company currently adopt a CSR perspective?

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Section (4)

The Corporate Social Responsibility Framework

- How do you feel about the suggestion of a CSRF to guide implementation of CSR in your firm?

- Would your company implement such a framework?

- Do you agree that there is a link between housing for the poor, SAQSF and CSR?

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