Research Topic:

Exploring the challenges encountered by telecommunications companies in the implementation of CSR projects: an Amdocs South African case study

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Declaration:

I Tsakane Segale hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Abstract

With companies increasingly moving towards Corporate Social Responsibility due to the benefits it presents, it is important to constantly investigate any challenges or barriers that could hinder or delay the implementation of CSR that could have a negative impact on the company's image and its stakeholders. The aim of this study was to investigate the challenges that are encountered when implementing CSR projects which deals mainly with personal and workplace experiences of individuals within the South African Telecoms companies, specifically Amdocs South Africa. Amdocs South Africa is a Black Economic Empowerment compliant subsidiary with a mission to become the System integrator of choice in the Telecommunication and financial services sectors in the African region. This research paper is explorative in nature and it explores the influences that which CSR challenges may have on the implementation of CSR. A Qualitative data was developed and collected through telephonic interviews. The results of this study show that the respondents have different perspectives of their company in how all aspects of CSR are carried out by the company. Taken together, these results are consistent with the researchers' expectations that Stakeholders are the centre of CSR.

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1. Introduction

The foundation of any business is what will keep it standing for decades and companies who choose Corporate Social Responsibility (CSR) as their foundation yield positive results in how they are viewed by the public, which leads to them being more appealing to newer and greater customers (Carroll, 2015). CSR is an opportunity for companies to become a part of the society in which they operate. In their efforts to implement CSR initiatives, companies are seen as becoming more involved and more active participants in activities directly or indirectly affecting the societies and their surroundings. Irrespective of the nature of the business or even the size of it, companies have to know and understand the importance of CSR as a concept (Turyakira, Venter & Smith, 2014).

CSR projects employed by Amdocs South Africa are in many cases determined by many factors. These factors have to do with the type of sector, the leadership in place to head the CSR projects and how ethical they are in the way in which they operate. These factors sometimes bring about many challenges and limitations to the implementation of CSR projects across industries companies. Telecommunications is one such sector.

Telecommunications in South Africa is one of the many sectors that is consumed by communities as community members are heavily reliant on these services for day to day living. In return, there is an expectation from the communities that companies in the telecoms sector to give back to those in need. According to Zyznarska-Dworczak (2018) the social acceptance of the activities attempted by companies is especially critical within the CSR age. For the purpose of this research study, the focus is on challenges that are faced by corporate sector when implementing CSR projects that could potentially benefit the company and most importantly benefit the South African Telecoms communities and all stakeholders involved.

1.1. Purpose Statement

The purpose of this study is to investigate the challenges that are encountered by Amdocs South African in their implementation of CSR projects. The study aims to unearth how being faced by these challenges affect their company's operations and the company's image.

1.2. Problem Statement

South African Telecommunications companies are diverse in that their stakeholders may emanate from different parts of the world with different cultural backgrounds. This is due to the types of systems they use and which part of the world these systems are sourced from, as well as where the skills to operate these systems can be found. When companies are this diverse, they tend to face challenges that have a lot to do with cultural differences, leadership style differences, and different labour laws depending on where the mother company is based and how these laws can be incorporated in other countries as well as work ethics.

Challenges create limitations that may either delay the implementation of CSR projects or completely put them to a halt. Yuen and Lim (2016) argue that the identification of potential barriers can assist companies to improve their chances of implementing strategic CSR successfully by either avoiding or overcoming these barriers. The effectiveness of CSR implementation will in most cases depend on the type of challenge a company is exposed to or the extent to which those companies are exposed to those challenges. This study seeks to explore the extent to which the challenges experienced by South African telecoms companies create barriers that will limit them in their implementation of CSR projects.

1.3. Research Rationale

The researcher's observation has been that CSR investments at Amdocs South Africa are not comprehensive but mainly focused at empowering women and children, they comply with BBBEE requirements whereby their social investments talk back to the telecoms sector. Being in this environment has led the researcher to see how important it is for companies operating within the South African Telecoms sector, to get more involved in community based projects that inspire and motivate all stakeholders and to face head on the challenges that may become a barrier to proper implementation of CSR projects.

There has been a lot of research that has been done on CSR, the implementation of CSR projects and other CSR related issues on a global scale, but there seems to be limited research on CSR within the South African telecoms sector. The findings of this research will help guide and give direction in the way in which these companies contribute towards

CRS projects, which could in turn benefit the company and its community. The outcome of this research study will highlight the main challenges these companies are exposed to when implementing CSR projects and help them prepare for the future.

1.4. Research questions

In exploring the challenges encountered by Amdocs South African in the implementation of CSR projects, the research questions may be formulated as follows:

1.4.1. Primary research question

How does the challenges experienced by Amdocs South Africa being a telecoms company create barriers that limits them in their implementation of CSR projects?

1.4.2. Secondary research questions

1.4.2.1. What are the main CSR projects currently employed by Amdocs South Africa to secure CSR investments?

1.4.2.2. Who are the key stakeholders involved in the development and implementation of the CSR projects?

1.4.2.3. Are there any barriers to the implementation of CSR projects?

1.4.2.4. How do Amdocs South Africa deal with the challenges they encounter in implementing CSR projects?

1.5. Research Objectives

1.5.1. To identify the main CSR projects currently employed by Amdocs South Africa to secure CSR investments

1.5.2. To identify the key stakeholders involved in the development and implementation of the CSR projects within Amdocs South Africa

1.5.3. To identify barriers to the implementation of CSR projects

1.5.4. To identify ways to deal with challenges that are encountered by Amdocs South African in the implementation of CSR projects.

2. Literature Review

2.1. Clarification of Key concepts

2.1.1. CSR

Baker (2004) defined CSR as the way in which companies manage their business processes in order to develop an overall positive affect on society, while the World Business Council for Sustainable Development in Hopkins (2006) identified CSR as the proceeding commitment by companies to act morally and to contribute to the economic improvement whilst making strides the quality of life of their workforce as well as their families, and also of their neighbouring community and society at large.

2.1.2. Ethics

Ethics is a well-founded guideline of right and wrong that endorse what people have to be do, more often than not in terms of rights, commitments, benefits to society, decency, or particular ethics (Velasquez, Andre, Shanks and Meyer, 2011). Taylor (1975) defined ethics as an inquest into the nature and grounds of ethical quality where the term morality is taken to cruel ethical judgments, standards and rules of conduct.

2.1.3. Stakeholders

The conventional definition of a stakeholder is any group or individuals who can affect or is influenced by the accomplishment of the organization's objectives (Freeman 1984). And according to Friedman (2006) the organization itself should be thought of as a cluster of stakeholders and the objective of the organization ought to be to oversee their interface, needs and perspectives.

2.1.4. Sustainability

Brundtland (1987) defined Sustainability as the development that meets the needs of the present without compromising the ability of the future generations to meet their own needs. According to Clough, Chameau, and Carmichael (2006) Sustainability is a process that makes a difference in creating an economy that is dynamic and a quality of life that is high, while respecting the need to maintain natural resources and secure the environment. It communicates the principle that future generations ought to live in a world that the current generation has enjoyed but has not impaired.

2.2. Literature Background

There has been generally restricted scholastic research on CSR within the developing world, specifically in the African context (Kabir, Petersen & Petersen 2015). South Africa is one of the developing countries in the world and according to Kamal and Deegan (2013), CSR literature has basically been connected to economies that have been developed. The Corporate Social Investment Handbook (2013) states that even after South Africa accomplished its democracy in 1994, the country is still confronted with considerable socio-economic challenges and there is still an endless gap between the wealthy and the destitute within the South African society.

Similar to most businesses, CSR within the telecommunications sector can be verifiably categorized into two groups which are conventional CSR and present day CSR (Panda, 2019). The conventional CSR was considered as a duty of the human resources while the advanced CSR is distinctive as it allows all stakeholders to play a part and be accountable (Mahajan, 2019). CSR has been researched for decades, dating back to the 1970s when CSR began in the United States of America. But research on challenges experienced by Telecoms companies specifically in South Africa has not been conducted. This paper will open up opportunities for more research to be conducted in determining these challenges and identifying those limitations experienced by South African Telecoms companies specifically Amdocs South Africa.

Yuen and Lim (2016) alluded that CSR includes the intentional practice of social and environment act to fulfil company's stakeholders, with the purpose of creating profits. Business ethics and CSR issues are given high preference by the corporate sector as a result of the slow social and economic changes that are taking place across the globe (De Felice, Martucci & Schirone 2014).

2.3. Drivers of CSR

The reality is that corporate leadership has advanced in how it meets and engages with public policy, which has critical regulating implications and calls for operational guidance for companies on how to explore this recently self-proclaimed order (Kaeb, 2018). In addressing the socio-economic issues of a country, the contributions of all relevant stakeholders to the society is critical to a more noteworthy degree (Kabir, Petersen & Petersen 2015). Olsen (2017) argues that the government could be a unique stakeholder in that it, by definition, has attributes that no other stakeholder has.

In spite of the fact that it has been contended that the need for CSR is as a result of government's failure to provide satisfactory social administrations, having different cultures inside the society, and increment in pressures of globalization and worldwide trade (Kabir, Petersen & Petersen 2015), South African companies are working together with the South African government in CSR to meet the needs of the society.

The South African government has taken up a much bigger role of providing CSR investment guidelines through establishments like the 'Broad Based Black Economic Empowerment' (BBBEE) previously known as Black Economic Empowerment (BEE). BBBEE is a strategy that gives an administrative system based fundamentally on incentives for private companies to comply and take an interest in 'redressing the racial and economic imbalances of the past', it encourages private companies to give back to communities and to contribute towards social economic development (Betancourt, 2016).

In a few occasions BEE can, to some degree, be observed as an adjusted adaptation of CSR. BEE has ties to CSR movements and within the South African context, it is a valuable instrument for upliftment of those who are considered to be previously disadvantaged. The BBBEE strategy also encourages skills development, procurement, enterprise development and socio economic development are part of the CSR platforms that have been built up within the BEE system (Kloppers, 2014).

Organizations embrace distinctive understanding of CSR practice because of diverse cultural components in their countries, distinctive levels of rules that are accepted socially along with policies and procedures of an organization (Arsić, Stojanović, & Mihajlović, 2017). How companies view their activities on social responsibility is of imperative significance and they have come to embrace that reality. This is due to them being confronted with different social, economic, lawful, ethical, and environmental challenges that influence their behaviour, and centering exclusively on economic management to attain destinations is not attainable (Obeidat, 2016).

CSR is also driven by customers' expectations- where companies interact with their stakeholders, and they turn to have a better understanding of what the expectations and priorities of the company are (Salvioni & Gennari, 2019). It was found by Konadu (2017) that local communities and administrative bodies apply more weight on associations to make strides their natural execution compared to other stakeholders. While Thorns (2015) argued that companies are more pressured to be transparent and report to the public on their social and environmental behaviour and that these pressures come from politicians, customer's organizations and other non-governmental organizations.

As indicated by Arsić *et al*., (2017) the extent of costs involved and the potential for competitive advantage is also what drives CSR, where in most cases companies would be more concerned with having the ability outperform their competitors. CSR has made companies aware that for them to be able to survive in a competitive world, they need to sacrifice short term profits due to the positive effect they might experience in the future.

2.4. Challenges encountered in the implementation of CSR projects

Legitimacy theorizes governance works, it contributes to both the adequate and the standardized evaluations of processes that are interactive through which society together with the economy are controlled towards objectives that are collectively negotiated (Karlsson-Vinkhuyzen 2015). Wherein Scharpf's (1999) differentiates between input and output legitimacy where Input legitimacy in his intention is around legitimacy picked up from the process of government, government by the individuals, whereas output legitimacy is picked up from the result, government for the individuals.

Yuen and Lim (2016) identified the lack of top management commitment to CSR projects as one of the barriers to its implementation. Active participation of management is not is not enough to motivate and encourage the rest of the stakeholders to actively participate. While Ayadi, Kusi, Pyo and Trabelsi (2015) argued that it is through decisions taken by management that there is CSR engagements in the company.

Yuen and Lim (2016) also point out that CSR should be fully integrated into business strategy and communicated from the top of the company's organizational chart right through to the rest of the stakeholders. Because telecoms' companies deal with systems that are used daily by clients, leaders in these environments are forced to focus more on service delivery and the bottom line due to the work pressure that stems mostly from systems that must be developed, upgraded, requires constant monitoring, testing and ensuring that the client receive their money's worth. Hence the appointment of dedicated CSR committees or CSR officers who are fully dedicated to CSR implementation can be something to be considered by these companies.

Furthermore, it was indicated by Isidro and Sobra (2015) that companies adopt policies that talk of what a good ethical behaviour should look like, and some companies appoint individuals to be part of a social responsibility committee that represents the ethics and social standards of the company with the responsibility of monitoring the adherence of these policies, especially when it comes to ensuring that management is held accountable for their decisions.

In integrating CSR into the business strategy leaders are also faced with the responsibility and challenge of creating a corporate culture that works for a diverse group of individuals within the telecoms space that originates from the fact that the skills required within the business is scares and requires for the company to bring in skilled workers from other countries.

One other challenge that business leaders are confronted with has to do with finding ways to coordinate a mindfulness of socio-political issues more clearly into their vital decision-making methods. Tai and Chuang (2014) mentions that one of the management factors is related to corporate social responsibility values that directors apply to decision-making. Jiang *et al*., (2018) argued that making decisions on CSR strategies could be a process that brings managerial knowledge into alignment with the company's social and organisational environment, particularly the expectations of its stakeholders.

Dupire & Bouchra (2018) also argued by saying that exposure to competitive pressure is what differentiates a company's CSR strategy. Competitive environment may be the root cause of unethical behaviour in that high industry competition may challenge the basic convictions and values held by directors and consequently their communist belief system, which leads to behaviour that is considered to be unethical behaviours' (Jiang *et al.,* 2018).

Yuen & Lim (2016) identifies another common boundary to the execution of CSR projects has been stated as being lack of assets, counting funds, human capital, information, and expertise. It was also establish that huge sum of resources is required, yet budgets for executing CSR are regularly insufficient and out competed by other ventures which ensure higher return on investments (Lam & Lim, 2016). For this research, the allocation of resources to support CSR is important to explore.

2.5. Theoretical Foundation

There are many theories that support CSR, and according to Ishtiaq, Latif, Khan and Noreen (2017) all theories in CSR are there to help as a point of reference for each set of CSR activity. Ishtiaq, *et al* (2017) also mentioned that theories supporting CSR studies show how different stakeholders have different perceptions and interpretations of the CSR concept. All CSR theories affirm that stakeholders play an imperative part in the practice of CSR of any sector. The selected theories focused on and to be discussed in this study are: Sustainability Development, Business ethics theory, stakeholder and legitimacy theory. These theories highlight the important and main issues surrounding CSR applications, these are the theories that highlight the challenges that most companies experience when employing their CSR projects.

2.5.1. Sustainability Development

The definition of sustainable development emerged from the Bruntland Commission. this commission was established by the United Nations (Bruntland Commission Report, 1987) which defined it as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' According to Aagaard (3; 2016), CSR and sustainability, are frequently used interchangeably, and in spite of the fact that they are expansions of each other, they are characterized differently.

In terms of Sustainable development, CSR is a business approach that contributes by conveying financial, social and environmental benefits for all stakeholders (Gomez 3; 2019). Henry, Buyl and Jansen (2019) agreed by adding that Sustainable development at the corporate level requires adjusting social, environmental, and financial performance objectives. According to Elkington (2015), the CSR concept is to empower the vital task of changing businesses and economies towards the delivery of sustainability.

Sustainable development as a modern worldview speaks to a form of social development that has the potential to impact nearly each viewpoint of human presence and cut over all segments of societies (Konda, Starc and Rodica, 2015). With the persistent changes within the society and the world economy, a company’s capacity to change gets to be a key competence in today’s sustainable businesses (Aagaard 21; 2016).

Aagaard (27; 2016) alluded that to act sustainably gives key benefits that make CSR interesting from a business point of view, also that when the company reinforces its relations with the organization’s stakeholders, it can anticipate and restrain potential conflicts in association with its business activities.Egbeleke (33; 2018) indicated that through CSR implementations in terms of programs as well as initiatives, there is existence of documentation and archiving of company contributions to sustainable development.

2.5.2. Business Ethics Theory

Business ethics is a term that has been used for many years by companies, and even though companies use this term, many of the companies use it differently depending on how they regard it. Abend (2016) posits that the history of business ethics and CSR includes three linked however particular angles. To begin with, there's the history of business practices with regard to their morals or morality. Secondly, there's the history of ideas around business ethics and CSR—including both (a) the more intellectual thoughts of philosophers, scholars, legal advisers, and organisation scholars, and (b) the more viable or connected ideas of directors, policymakers, legislators, journalists, ministers, and teachers. Thirdly, there's the history of projects and institutions aiming to have an impact on business practices with regard to their ethics and CSR, this includes lawful and organisational gadgets, the work of educational organisations, religious organisations, and commerce affiliations, the media, codes ethics etc.

The challenge of ethical behaviour is not only a challenge faced by the telecoms companies in South Africa, but may be a challenge that is faced by companies in general (Baldo, 2013). Ethical investment is not a new idea or concept to business or even the society, it is rooted from standard of diverse faith based systems (Adamska, Dabrowski & Grygiel-Tomaszewska, 2016). The ethical standard of an organization may change and may be viewed differently in different times due to different situations. In other words ethical behaviour in one situation may be unethical in another situation. Most companies embrace a set of great ethical and social standards that are as a rule encapsulated in codes of ethics and policies of conduct (Isidro & Sobral, 2015).

Organizations have the obligation of maintaining a strategic distance from dreadful activities in order to avoid corporate social irresponsibility (Arsić *et al.*, 2017). Due to the fact that many telecoms companies in South Africa are big companies that have many stakeholders and employ a lot of CSR projects, it is important for these companies to consider who they put in charge of the ethical behaviour within the entire company. Upholding good practice of ethical behaviour is everyone's responsibility but different individuals and groups have different roles in ensuring that unethical behaviour is avoided and that everyone acts in the best interest of the company.

It is conveyed by Isidro and Sobral (2015) that the presence of the social responsibility committee speaks to the company's compliance concerning ethical and social guidelines. These committees have the central work of screening the adherence to the standards that have been taken on within the company. While Chikeleze and Baehrend (2017) argue that it is often leaders who find themselves confronted with making challenging ethical choices, hence it is important for those ethical leaders to have the knowledge and understanding of processes to use when faced with making challenging ethical decisions.

The professional leadership leaders have on ethical intelligence makes a difference and improve the commitment to ethical business. It is the ethical leadership within the professional business that will progress the understanding of how moral behaviour confers authenticity and sustainability essential to accomplishing the corporation's objectives and how the approach of leadership to ethics can serve as a compelling device for the dissemination of ethical values within the organization. (Tai and Chuang, 2014).

Edmans (2017) stated that executives ought to be required to report on how they satisfy their commitments to have respect to other stakeholders. Commitment by leaders within the telecoms space in South Africa, their moral conduct, their principles and the responsibility of ensuring that all CSR activities are above-board and that proper reporting's are conducted, are important aspects that must be considered.

Gonzalez-Rodrıguez, Dıaz-Fernandez and Simonetti (2015) suggests that Entrepreneurial scandals regarding the wrong implementation of doing socially responsible tasks have provoked the emergence of cooperative initiatives by the stakeholders who are your 'entrepreneurs, consumers, politicians, the media' in order to establish a common pattern for social responsibility practices. Corporate scandals undermine corporate ethics which has led to a demand in disclosure and transparency both by employees and the communities. And according to Baldo (2013), companies use CSR as a tool to regain the public's confidence.

2.5.3. The Stakeholder's and Legitimacy Theories

The Stakeholder theory proposes that the heart of a business for the most part lies in building relationships that add value (Salvioni & Gennari, 2019). While the concept of stakeholder refers to an individual that benefits from the presence and the appropriate working of an organization (Galant, 2017). Business Stakeholders consist of Shareholders, Employees, Customers, leaders and many others who are actively involved and are part of the existence of the business. The stakeholders for the telecommunication companies are the environment, its employees, clients, shareholders (owners), competitors, nearby communities and government (Agbadua, 2013).

People want to work for companies that are responsible and according Lee, Park and Lee (2013) when employees approve of a company's CSR approach, they are most likely to approve of other parts of the organization and this includes the leadership in place plus the competitiveness the company is exposed to in the market place.

It is vital for individuals to be made to feel more comfortable when working in situations where the 'win–win isn't driven just by shareholders but by all stakeholders', where there is a common benefit for all stakeholders involved (Wang, Tong, Takeuchi & George, 2016). in addition, it was emphasized that CSR increments the number of stakeholders to whom managers are obliged and makes verifiable contracts with those stakeholders, which in turn grows the monitoring of management's behaviour (Cook, Romi, Sánchez & Sánchez2, 2018).

Within CSR, there are components that show a differentiation of dimensions which are linked to either the primary stakeholders which have a lot to do with employee relations, diversity, product characteristics and environment- as well as the secondary stakeholders which is more concerned with community involvement and human rights (Benlemlih & Bitar, 2016). Corporate leaders and sometimes their shareholders are increasingly taking on a part as operators of social change and as 'outspoken advocates on human rights' (Kaeb, 2018).

Board of directors of an organization have the most noteworthy obligation to create corporate choices such as those related to speculation in socially capable ventures; From the same line of argument, the directors would have to be compelled to approve of any environmentally related procedure or policy before passing it down to managers who in turn will have to delegate to sub committees for enforcement and proper implementation; In this case the CSR committee is set up to deal with ‘environmental related issues, sustainable development, health and safety as well as ethical related issues’ in the organization (Konadu 2017).

Well-structured CSR committees perform in the capacities of inner coordination, evaluation of existing methods and recommendation of conceivable advancement changes, they support the board’s decision-making forms for economic objectives and strategies (Salvioni & Gennari, 2019). Setting up board committees and subcommittees could be a well-known way utilized by corporate boards to designate assignments and obligations to make strides viability and proficiency in corporate performance (Fuente, García-Sánchez & Lozano, 2017).

When an organization has an environmental committee present, there is then an expectation of directors on the committee to be advisers and give direction to the board in creating tactical environmental policies and strategies (Dixon-Fowler, Ellstrand & Johnson, 2015). The stakeholder’s viewpoint of business on the corporate approach to the creation of sustainable value requires leaders who will set up processes as well as ensure that sustainability issues are coordinated into the corporation's objectives (Bocean, Del Baldo & Sitnikov, 2018).

Social responsibility speaks to the commitment of management to embrace certain exercises that contribute to moving forward the welfare of the company and the entire society (Arsić *et al.*, 2017). Companies have to consider and oversee their expanding awareness and concerns, adjusting business exercises appropriately in order to set up relationships that are long-term with their stakeholders (Carroll, 2015).

Burlea-Schiopoiu and Popa (2013) defines legitimacy theory as being the instrument that supports companies in executing and creating voluntary social and environmental disclosures in order to satisfy their social contract that empowers the acknowledgment of their goals and the survival in an unsteady and turbulent environment. While Zyznarska-

Dworczak (2018) explains this theory as a theory that assists in understanding the behaviour of the company in the way in which it develops, communicates and implement its social responsibility policies.

According to Burlea-Schiopoiu and Popa (2013) there is a relationship between stakeholder theory and legitimacy theory where stakeholders have the responsibility of protecting the image of the company. Burlea-Schiopoiu and Popa (2013) also indicated that while legitimacy theory plays the part of a legitimate factor for the disclosure of the environmental information, the role of stakeholders gets to be a crucial one within the anticipation and decrease of illegitimate dangers, and the company's will have the opportunity of exact activity at each level of legitimacy based on the advancement and changes of the values and desires of the society as entirety.

The maintainability of legitimacy theory is based on the management legacy that interfaces the conventional standards and values with present day ethics (BurleaSchiopoiu & Popa, 2013). Even though Desai (2018) contends that being transparent places companies at risk of disclosing its challenges with regards to its internal performance and operations, which external stakeholders might then use to illuminate their perceptions of the organization's legitimacy and suitability. Burlea-Schiopoiu & Popa (2013) indicates that for a company to legitimate their legitimacy, it is on them to volunteer to disclose their social and environmental information which must be accompanied by concrete activities figured out in compliance with social and natural standards and values.

3. Methodology

3.1. Research Design:

The research design of this study was a qualitative research study with the explorative approach that has the main objective of identifying challenges encountered by Amdocs South Africa in the implementation of their CSR projects. With explorative study, the aim was not to provide the concluding answers to the research questions, but it was merely to explore the research topic with different levels of intensity (Boru and Tesfaye. 2018). This was a research study that builds on already existing literature as well as theories on CSR.

This research paper was based on four goals: first to determine if the respondents have heard of the CSR concept and if they have seen it being implemented within their company; to get the view of the importance of stakeholder engagement and involvement in the implementation of CSR project and finally to show the barriers that exist in the implementation of CSR projects within Amdocs South Africa.

3.2. Selected Paradigm/ Theoretical Framework

The selected research paradigm for this study was be Interpretivism. In Interpretivism, studying behaviour or an aspect of a phenomenon is based on an understanding of the meaning and purpose that individuals attach to their personal actions and experiences (du Plooy-Cilliers, Davis & Bezuidenhout, 2014: 52).

An interpretivist paradigm, is a paradigm that was initially established within the fact that strategies utilized to understanding information related to human and social sciences cannot be the same as its utilization in physical sciences since human interprets their world and then acts based on such interpretation whereas the world does not (Pham and Lan,2018). In this study the researcher aims to get an in-depth view of the challenges that are encountered when implementing CSR projects which deals mainly with personal and workplace experiences of individuals within Amdocs South African. In conducting this research, the researcher understands that people see and experience things differently and therefore avoid being bias.

3.3. Population and Sampling

Quinlan *et al*., (2015) indicates that a population of a study concerns the distinguishing proof of the target population. The population of this study comprises of employees directly involved in CSR projects within Amdocs South Africa as a Telecoms company that is based in Centurion Pretoria, these will be CRS managers and CSR committee members. Eight participants were randomly selected from Amdocs South Africa and were interviewed telephonically. Of the eight that were selected, four of the participants were not directly involved in CSR implementation within Amdocs South Africa and the other 4 were direct participants of CSR implementation within the company.

Sampling is a subgroup and a representation of a big population (Quinlan, Babin, Carr, Griffin and Zikmund 2015).The sampling method selected for this research study is the non-probability sampling method, specifically the snowball sampling method will be utilised in this study. According to Maree, (2016: 198), this is a method that is used usually in cases where the population is challenging to locate or where the research interests is in an interconnected group of people.

Written permission was requested from the company chief operations officer (COO) to conduct the research within their premises. The researcher met with the company COO Mr. Lebogang Matjila to discuss any pragmatic and any unexpected concerns that may arise in conducting this research.

3.4. Data Collection methods

For the purpose of this research study, the qualitative data was developed and collected through telephonic interviews as participants were unavailable for face to face interviews. A sample of the participants was selected from a group of employees within Amdocs South Africa, who are directly involved and have vast experiences in dealing with CSR projects. An audio recording was also used during the interviews as well as a journal for the purpose of gathering accurate information for this research.

Dialog interviews were held with each respondent to gain insights on each individual's view point of CSR implementations within the company. The questions in the interview guide were based on the relevant literature and had three parts where the first part contained questions about the knowledge and understanding of CSR; the second part of the interview questions was about the communication of CSR within the company; and the last part focused on stakeholder engagement and participation as well as awareness of barriers existing currently in the implementation of CSR projects within Amdocs South Africa.

3.5. Data Analysis methods

This research projects is categorised as a qualitative research paper, thus requires a qualitative data analysis. As defined by Mayer (2015) a qualitative data analysis is the process of describing, classifying and interconnecting the phenomena with the concepts of the researcher. Data was collected from employees of Amdocs South Africa. Narrative qualitative data analysis approach is what was used to analyse the data gathered for this research study during the interviews and this was done by focusing on the perceptions and opinions of the participants, the CSR concepts as well theories that relate to CSR. The steps in this process applied as follows:

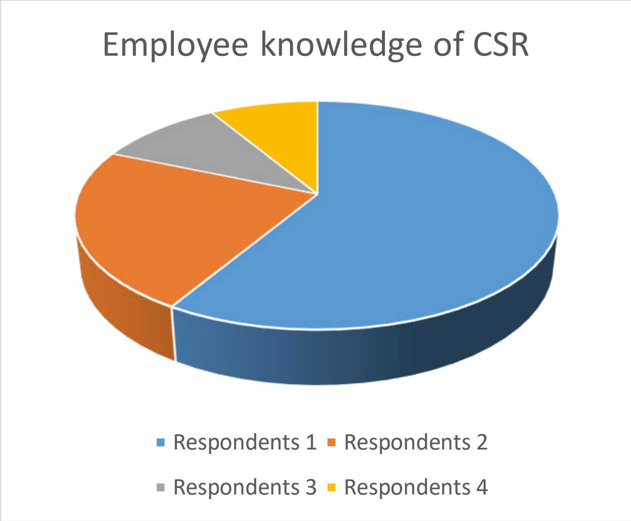
- Data was gathered, organised and prepared through the use of structured interview questions that were administered telephonically
- To get a general sense of all the data that has be collected, the data was read and reread and the audio recordings transcribed to observe non-verbal cues of the conversation.
- The in vivo coding mechanism was applied which makes it easy for the researcher to retrieve and collect all written and audio notes (Maree, 2016).
- Themes and sub-themes were identified, discussed and then interpreted to prepare the findings report and to get to the conclusion.

This research paper is a result of a study that was conducted in September 2020. The analysis was carried out on a sample of ten employees employed by Amdocs South Africa, of whom two pulled out and refused to participate. The telephone interviews were set on Microsoft Teams and the respondents received meeting invites, which they accepted and joined at the set time for each individual interview. The respondents were informed beforehand of the recording of the interviews to ensure that they are comfortable in going forward with the interviews.

4. Findings

The literature review gave and highlighted the significant role of CSR in bringing stakeholders together, how it compels for ethical and moral behaviour and how it brings to light the requirement for transparency and accountability at all levels within the company. Therefore based on the review of the literature, the researcher found that limited studies have been addressed in terms of the challenges encountered by corporate companies on the implementation of CSR projects. These challenges are as a result showing lack of proper strategies in place to deal with lack of commitment from employees in general as well as those in leadership positions in terms of transparency, accountability and active participation. The results are shown below in form of charts to provide findings in percentages and discussions accordingly following the interview questions in Annexure two of this document.

Part one of the interview questions

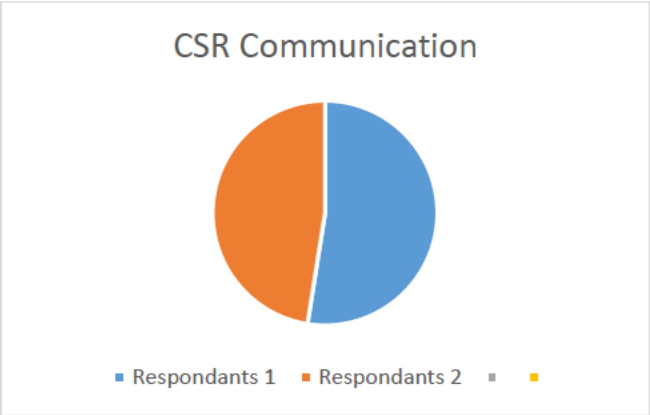


When asked questions around their knowledge and understanding of CSR, the results showed that 59% of the respondents are familiar with the concept of CSR; 23% of the respondents know CSR from their previous work with other companies but have not seen it being implemented or communicated within Amdocs South Africa; 10% of the respondents have not seen or heard of CSR within Amdocs South Africa but know what the concept is about while 9% have not really been interested in CSR and what the company gets involved in and they are also not sure what it means for a company to implement CSR projects.

A respondent during the interview indicated that an ideal CSR project for a company in a telecoms sector like Amdocs South Africa, should be to focus on developing young individuals in Information Technology, which will in turn benefit the company as they will be able to employ them. The respondent also indicated that for those in underprivileged schools and homes, the company should consider donating computers, cell phones as well as airtime and data for research and access to information on job markets and employment opportunities.

One other respondent said they were once a part of the group of employees who were involved in a CSR initiative where young girls from a shelter were brought into the office and not only were the girls fed but they also received lessons on maths, English as well basic computer lessons. The respondent indicated that this was one of the fulfilling projects that the company employed and that they wish such initiatives could be put in place in future. In a separate interview another respondent mentioned that they remember in the previous years when the company used to have hospital drives, where employees would meet up at a chosen government hospital to visit children and bring them sweets and gifts to try and make them feel better about their hospital stay.

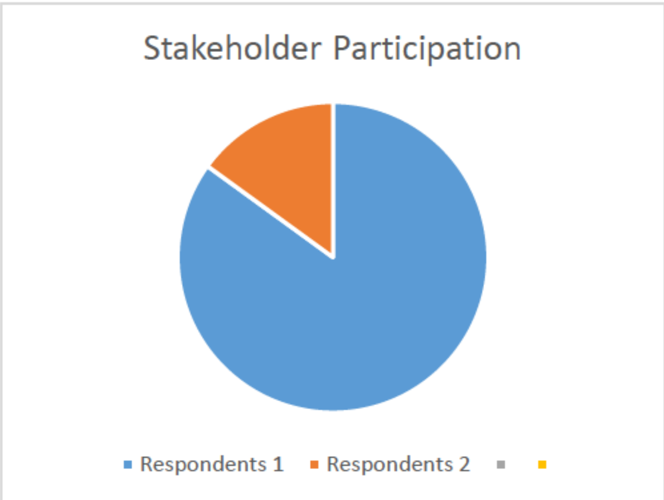
Part two of the interview questions



On CSR communication within the company, the results show that 53% of the respondents have only heard about CSR projects that the company implements and have not been active participants, 48 % of the respondents have seen communications around CSR and have been fully and actively involved in all CSR activities that the company implements. Some of the respondents feel that the company is not communicating CSR as they should, hence some employees are not aware of any projects that the company invests in. One respondent mentioned that they were not included in CSR communications hence they never participated in any of the projects that the company initiated. In another interview, the respondent mentioned that CSR projects within Amdocs South Africa, to their knowledge was mainly communicated to individuals who were involved in CSR projects the previous years and that those who were not able to participate in the previous years never new about the new initiatives employed by the company.

A respondent pointed out that Amdocs South Africa needs to work together with employees who will assist in highlighting the needs of the communities they live in, this will in turn assist the company to draft policies that speak to what is relevant for the communities they want to invest in. In another interview, one respondent indicated that the company has not communicated any strategy, policies or code of conduct in regards to CSR projects. The respondent also mentioned that one other reason for Amdocs South Africa to have a CSR strategy in place is that its CSR approach is diverse in that they not only focus on feeding the needy but also developing their skills to prepare them for their future. The respondent also mentioned that with regards to culture, Amdocs South Africa's employees are individuals' from different countries with different cultures and that the company needs to consider this when deciding on CSR initiatives to employ. Some of the respondents indicated that a social development committee used to exist in Amdocs South African and they were responsible for all CRS matters, the respondents mentioned that having a social development committee was good for the company as all communication regarding CSR was handled by them and that they ensured that the communication reaches all stakeholders.

Part three of the interview questions



On matters of stakeholder participation, the research showed that 85% of the respondents agree that all stakeholders connected to the company should contribute towards CSR. Only 15% of the respondents feel that CSR should not be made to be everyone's responsibility but that the company should appoint CSR officers to deal with all CSR activities. Some respondents pointed out that the social development committee was responsible for making sure that stakeholders do participate ; the other respondents went further to indicate that they are not sure if the committee still exists but feel that when the committee was there, CSR projects were made visible to all.

Most of the respondents indicated that even though they appreciate what the company does with regards to CSR, and that they would like to participate in CSR projects within the company, but due to work commitments they are not able to. Some of the respondents during the interview mentioned that they appreciate what the company does and enjoy participating in all company CSR projects. A respondent in a different interview stated that the company would normally send out communication to staff asking them to choose or to recommend CSR initiatives that they think the company should employ, but then their ideas were not considered as they were not implemented or followed up on, that is what led to their decision to not participate in any of the company's CSR projects. One other respondent then indicated that great ideas can be found from employees who live in areas where there is a lot of need for CSR and a greater need for development opportunities, hence the company would benefit from listening to employee's recommendations and following up on them.

A respondent mentioned that they choose not to participate in any CSR projects employed by the company because in the past they've seen the company employ initiatives to groups or individuals that to them don't seem to be in need of the type of assistance the company provides. This respondent further indicated that CSR is about making a difference and giving back to the community and that it should make a great impact in the lives of the people within those communities. The respondent also said they don't see this as the case with the groups or individuals selected to benefit from the company's CSR investments. In another interview, one respondent mentioned that they don't participate because they are afraid. The respondent said that due to the fact that they grew up in urban arears and have lived in those areas all their lives, they are afraid to go to other local areas, informal settlements or rural areas as they are not known for their high crime rate.

A few of the respondents mentioned that they believe that the main stakeholders in CSR should be the executive managers as they should first lead by example, while it was pointed out by another respondent during an interview that in the past years, executive management used to be actively involved in all CSR initiatives and that they were the ones encouraging employees to participate. The respondent added to say that in the recent years management have not been visible and have not been showing up to encourage participation, hence they think this is one of the main reasons why most employees don't participate in CSR projects.

Some of the respondents mentioned that leaders at Amdocs South Africa only participate by ensuring that funds are available for CSR initiatives but otherwise they do not seem interested in being present for these initiatives. Whilst one other respondent stated that they feel that leaders at Amdocs South Africa already have their plates full with responsibilities of ensuring that its clients are happy and that the business keeps growing, and that leaders should not be expected to participate fully in such initiatives, but rather provide funds and ensure that someone is there to carry out CSR responsibilities.

A respondent stated that communication is sent but not sent in advance to give the employees enough time to plan and schedule the dates into their calendars hence the lack of participation. Another respondent indicated that Amdocs South Africa has at some point joint initiatives with their clients, firstly it was to build better working relationship with the clients and secondly to know what their clients prefers for CSR investments and hopefully in the years to come they can work together again with their clients as a way of giving back to the communities around them.

Part four of the interview questions

Availability of time, lack of communication and lack of executive management participation in CSR projects has been identified by respondents as a barrier to CSR implementation at Amdocs South Africa. One respondent during the interview mentioned that they acknowledge CSR as being a good way for a company to give back to its community but they also recognise that due to work commitments, some are not able to participate in CSR projects. The respondent went on to say that weekends are not an option as they are meant to be spent with their families.

The respondents identified lack of executive management participation as another barrier, all respondents agree that management at Amdocs South Africa only contribute with money and never with their time which leads to employees not being encouraged or motivated to participate. Respondents suggested that management's active involvement would make a lot of difference in that it will show the staff that management takes CSR seriously and will encourage others want to do the same.

During one of the interviews, a respondent mentioned that they are concerned because employees are not given the opportunity to suggest on CSR projects but the company expects them to participate. The respondent also suggested that if the company expects the employees to participate in CSR, then the company should also be willing to hear and accept their ideas. One other respondent suggested that the company should consider appointing a CSR officer that is employed to focus mainly on CSR and that employees should only come in as volunteers.

A respondent indicated that not having enough people to go out and spread the word on what CSR initiatives the company invests in, not engaging the communities enough and giving them information on what their initiatives are about can lead to barriers for the company in implementing CSR projects

4.1. **Validity and Reliability**

Maree (2016) defined both validly and reliability, where the author mentioned that reliability is when a measuring instrument can be used repeatedly and remain consistent and that validity is when an instrument measures what it is supposed to measure. In ensuring that the data collected is valid and reliable, the researcher will draw from the theoretical framework as well as the literature provided in this study and will use them when interpreting the research findings. In order to enhance the validity and reliability of the data, this data will be collected over a period of -four weeks. By audio recording all interviews, participant's experiences and explanations will be recorded. Transparency is a very important factor especially when collecting qualitative data hence any intentions and plans will be communicated to participants upfront. Proper and correct interpretations of participant's perspectives will be prioritised to ensure the trustworthiness of this research study.

4.2. Conclusion and Recommendations

It is a common saying that "*knowledge is power".* In order for CSR to be understood it should be encouraged that training is provided to all stakeholders. This will help build interest in what the company participates in, why they choose to participate in what they participate in and why all stakeholders should take part in all CSR activities. The development of a comprehensive policy that embodies ethical codes and codes of conduct in relation to CSR can be beneficial for guiding stakeholders for a well-informed implementation of a socially responsible behaviour.

A community drive on CSR is recommended for companies who want to align their CSR strategies and policies to the actual needs of the communities. A community drive would involve a group of volunteers this including employees, going out into communities, spreading the word about what the company's intention are with regards to CSR and how the community will benefit from these initiatives. During these drives, community members will be encouraged to give ideas and recommendations on what they would like to see the company doing and how they would like to get involved in these initiatives, this should help companies not only draft their policies but give to communities what is relevant and required at that time. This will also serve as a benefit for the company as it will be visible to the communities around them and acknowledged for the work that they do

The literature in this study provided an indication that amongst other things, the ideal situation of CSR for any company should include having all stakeholders playing their part and actively participating in CSR projects, enough budget allocated towards CSR projects for proper execution, good ethical behaviour displayed all across the organization, strategies must be aligned to the company's overall vision of CSR and a culture of inclusiveness adopted within the company.

The primary question of this research study which has been to determine how the challenges experienced by Amdocs South Africa as a company in the telecommunications sector, create barriers in their implementation of CSR projects. The findings of the study led to the conclusion that challenges can delay the implementation of CSR projects but these are the challenges that can be overcome if all stakeholders were to pull together and play their respective roles when it comes to CSR.

Based on the researcher's analysis when looking at both the literature and what the participants' responses were, this study finds that what the researcher had expected in terms of how companies see stakeholder involvement and how stakeholders believe companies should see their participation is different. What is found to be common is that both literature and participants to this research believe that stakeholder is and should be made to be the centre in the whole CSR implementation process within companies.

Companies must seek after solutions that are on the one hand financially legitimized, on the other hand, environmentally satisfactory and socially anticipated. This includes having a clear vision of a company and counting in its activities the requirements and desires of stakeholders (Żak 2015). Talking to the people who are directly impacted by CSR and should directly be involved in all its activities, indicates that communication plays an important role in ensuring proper CSR implementation and stakeholder participation. Communication remains the centre as it will assist in monitoring all involved in terms of ethical behaviour and accountability. When relevant policies are not properly placed and communication is lacking, then lack of transparency will exist which will make it almost impossible for anyone one to be held accountable.

4.3. Overall contribution

This research study is important in a lot of ways, firstly it contributes in that it provides an in-depth view of the challenges that Amdocs South African as a telecoms company is exposed to and the reasons for these challenges. Secondly, this research study also contributes to the researches already done on CSR projects and challenges experienced when employing these projects and it also highlights barriers that exist currently and help avoid experiencing the same challenges in the future. Thirdly and most importantly, it is a study that contributes towards restricted scholastic research on CSR within the developing world, specifically in the African context as it is one of the few studies that explores barriers in CSR implementation within the telecoms space.

4.4. Possible limitations

Many companies fail to identify barriers which revolves mostly around the reasons for the lack of stakeholder participation in CSR implementation and hence these barriers remain unresolved. Future research should be directed at investigating and identifying solutions to barriers to the implementation to CSR specifically in the context of South African telecoms companies. These solutions should contribute to creating an image that paints the company as one of the socially responsible companies to work for.

4.5. Ethical Considerations

An essential ethical aspect is the issue of protection of the participants' identities (Maree, 2016: 44). For the purpose of this research study, the researcher will adhere to the IIE ethical guidelines as well as the ethical guidelines of the companies which the participants are employed. Binti Mohd Arifin, Siti Roshaidai. (2018) stated that when conducting a research study, it is critical to protect human subjects through the application of suitable ethical standards and that in a qualitative study, ethical considerations have a specific reverberation due to the in- depth nature of the process of the study.

The process of ensuring the protection of all respondents was done as:

- Approval was granted by Amdocs South Africa to conduct this research before the respondents were contacted.
- Consent forms with detailing information on the study that is being conducted was signed and mailed back to the researcher by the respondents.
- The respondents were assured of confidentiality and that their names will not be mentioned in the report.
- The interviews were held separately with each respondent and only the researcher has access to the recordings of these interviews.
- The recordings were conducted and analysed independently in a private room.
- All the information that has been gathered is kept in a place where only the researcher has access.

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Appendices

Appendix 1- Originality report- After safe assign submission

Appendix 2- Clearance letter

27 August 2020

Student name: Tsakane Segale

Student number: 19334077

Campus: IIE Varsity College Pretoria

Re: Approval of BACHELOR OF COMMERCE HONOURS: MANAGEMENT Proposal and Ethics Clearance

HONOURS/PGDIP ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

There are some aspects that you still need to address in your proposal. You will need to address these aspects in consultation with your supervisor before you may proceed (see below):

Please discuss with your supervisor/navigator/lecturer how you will address these issues listed below:

Please note: **Your fieldwork may only proceed once you address the following issues:**

- Your final interview schedule/questionnaire is missing or needs refinement. Your supervisor needs to sign off your final interview schedule or questionnaire. Please synthesise your questions and incorporate some of the questions from your secondary research questions.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor

Katlego Oliphant

Campus Postgraduate Coordinator (CPC):

Janus Snyders

Motivation for high similarity

Appendix 3- Motivation for high similarity

DATE and TIME: **26 October 2020**

STUDENT NAME AND SURNAME: **Tsakane Segale**

STUDENT NUMBER: **19334077**

PROGRAMME and MODULE: **HBCM412 - Bachelor of Commerce Honours in Management Research Methodology RESM8419**

ASSIGNMENT NUMBER: **5**

ASSIGNMENT DUE DATE: **26 October 2020**

I, Tsakane Segale (Full Name) hereby declare a high percentage on the similarity report on SafeAssign/Turnitin with a valid reason.

Application for high similarity percentage:

Plagiarism is the use of words, ideas or images of another person, as ones' own without adequately or appropriately acknowledging the source. The Independent Institute of Education (The IIE) view plagiarism as an act of academic dishonesty and will handle it accordingly.

1. I am aware of the approach of The IIE to plagiarism and intellectual integrity.
2. I am aware that the Intellectual Integrity policy and the Student Code of Conduct prescribe the consequences of plagiarizing.
3. I am aware that the quick referencing guide is available on the Student Portal as well as in the Library and Student Support, and following them is a requirement for the successful completion of my assignment.
4. I am aware that should I require support or assistance in using the correct referencing techniques and/or guide to avoid plagiarism, I should approach the lecturers, Librarian or the Student Support team for assistance.

I declare that I have read and understood the 4 points as stated above. I declare that the assignment was written in my own words and there is a valid reason for the high similarity percentage as stated below. (Please motivate the reason in the section provided below.) I also understand that if the reason is not valid and plagiarism is detected that the Intellectual Integrity Policy IIE023 will come into effect.

Provide a motivation for the high similarity percentage:

As part of the research process, this report paper is a build up from the first assignment including assignments 2 and assignment 3. This report encampasses all of the previously submitted assignments in regards to this module which were all submitted by myself.

SIGNATURE OF STUDENT: ______________ DATE: 26 October 2020

ANNEXURES:

Annexure 1- Example of a Consent form

Consent form for participants	
I, ____, agree to participate in the research conducted by Tsakane Segale about the challenges encountered by South African telecommunications companies in the implementation of CSR projects. This research has been explained to me and I understand what participation in this research will involve. I understand that:	
● I agree to be interviewed for this research.	
● My confidentiality will be ensured. My name and personal details will be kept private.	
● My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.	
● I may choose not to answer any of the questions that are asked during the research interview.	
● I may be quoted directly when the research is published, but my identity will be protected.	
Signature	**Date**

Annexure 2- Interview Questions

Part 1- Knowledge and understanding of CSR

1. What is your understanding of CSR?
2. What do you think an ideal situation of CSR should be for Telecoms companies?
3. What do you think drives CSR in your company?

Part 2- Communication of CSR

4. Do you know what your company's CSR approach is, i.e. which initiatives does the company get involved in?
5. What are the main CSR projects currently employed and do you think the projects employed at your company differentiate the company's brand?
6. Does the company have a CSR strategy and/or a code of ethics that is it aligned to the company's business objectives?
7. How do you see the corporate culture with regards to CSR and diversity?
8. Do you think CSR is communicated within the organization and according your observations is your company transparent in its CSR implementations?

Part 3- Stakeholder engagement

9. Who are the main stakeholders for your company, are they engaged and inspired in the implementation of CSR projects and is there a platform for these stakeholders to give and receive feedback?
10. Does the company have a social development committee elected to deal with CSR related matters and if so how big is the committee?
11. Who does the social development committee report to?
12. How involved are the employees in the implementation of CSR projects in your company?
13. How involved is the executive management in the implementation of CSR projects in your company?

Part 4- Barriers to CSR implementation

14. Are you aware of any challenges/ barriers to the implementation of CSR projects?
15. How does the company deal with these challenges?
16. How is the impact of CSR tracked and measured by the company?

Annexure 3- Gatekeepers Approval Letter

Consent form to conduct research at my company	
I, ______________________	
Representative of Amdocs South Africa	
My capacity: Chief Operations Officer	
Give my permission that Tsakane Segale may conduct research at my company. This research has been explained to me and I understand what participation in this research will involve. I reserve the right to withdraw this permission at any time. I also understand that research reports are available in the library and IIE Repository unless I indicate below that I would not	
Select below:	
• I request that my company's identity be kept confidential.	
• My company can be identified in the study X	
• The study may never be available on the repository. X	
• The study may be made available on the repository.	
• The study may be made available on the repository after ………… months.	
	09 July 2020
Signature	**Date**

Annexure 4- Outline of the Chapters

Chapter 1	introduction and background of the study
Chapter 2	Literature
Chapter 3	Theoretical Background
Chapter 4	Methodology
Chapter 5	Research Process
Chapter 6	Research Findings and Conclusion

Annexure 5- Research Report Summary Document

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method	Ethics	Anticipated Findings	References
The purpose of this study is to investigate the challenges that are encountered by Amdocs South African as a company in the Telecommunications sector in their implementation of CSR projects	How does the challenges experienced by South African telecoms companies create barriers that will limit them in their implementation of CSR projects?	To understand the CSR projects that Amdocs South Africa as a company in the telecoms space embarks in as well as the challenges experienced in implementing those CSR projects	Baker 2004; Hopkins 2006; Velasquez, Andre, Shanks & Meyer, 2011 Taylor 1975; Freeman 1984 Friedman 2006 Brundtland 1987; Clough, Chameau, and Carmichael 2006; KarlssonVinkhuyzen 2015; Scharpf's 1999	- Literature Background - - Key Drivers of CSR -Challenges encountered in the implementation of CSR projects	Interpretivism to get an in-depth view of the challenges that are encounter when implementing CSR projects which deals mainly with personal and workplace experiences of individuals in Amdocs South African.	Qualitative **Population** Employees of Amdocs South Africa	Structured telephonic Interviews	Acquiring permission to proceed with the study- Adhere to Ethical guidelines and maintain confidentiality ty	It is assumed that participants will shed some light on the CSR Projects currently implemented and challenges encountered on implementation	Academic journals E-books Textbooks Academic and Business Article
Research Problem	**Secondary Questions/ Hypotheses/ Objectives**	**Key Concepts**	**Key Theories**			**Sampling**	**Data Analysis Method**	**Limitation s**	**Anticipated Contribution**	

Challenges sometimes cause delays. Exploring these challenges may in some ways assist	1. What are the main CSR projects currently employed by Amdocs South Africa?	CSR, Ethics, Stakeholders, Sustainability, Legitimacy	-Sustainability Development - Business Ethics Theory of CSR - The Stakeholder’s and Legitimacy theories			nonprobability sampling	Narrative qualitative data	Access to respondent due to lockdown	It will shed light on ways to overcome challenges	
Companies to avoid them or find ways of getting past them.	2. Who are the key stakeholders involved in the development and implementation of the CSR projects? 2. Are there any barriers to the implementation of CSR projects? 3. How do does Amdocs South Africa deal with the challenges they encounter in implementing CSR projects?					method, Snowball	analysis approach		encountered in implementing CSR projects	