

PERSPECTIVES ON CSR FROM MAURITIUS –AN EMERGING ECONOMY

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Purpose – To determine the overall CSR practice in Mauritian private and public sector companies. CSR, a complex concept, encompassing an ever-widening range of issues has been evolving over the past decade. CSR has broadened its scope to include not only aspects of corporate conduct that impinge on social, environmental and human rights issues, but also the role of business in relation to poverty reduction in the developing world. Evidence from literature, however shows a predominance of perspectives from an American and European multinational companies, NGOs, governments, trade unions and academics, with very few from developing nations. This paper has a research objective in increasing knowledge about what constitutes CSR in emerging markets, with Mauritius as a case.

Design/methodology/approach – A sample of 100 companies from the Top 100 companies' were chosen to participate in a face to face interview which was carried out over a period of 4 weeks.

Findings – The majority of the companies are involved in CSR activities. Key areas of CSR involvement: Donation to welfare organisations, Sponsorships (NGOs, sports, district council, Environment Protection schemes, Health and Safety Programs (e.g. health alertness campaigns). Benefits for involvement in CSR activities were in terms of enhanced corporate image, good relationship between company and society, credibility towards stakeholders. Limitations: measurement of the true impact of CSR initiatives have not been carried out.

Keywords: CSR, Small Island Developing State, Benefits, Impact

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INTRODUCTION

CSR a complex concept, encompassing an ever-widening range of issues - is evolving. CSR has broadened its scope to include not only aspects of corporate conduct that impinge on social, environmental and human rights issues, but also the role of business in relation to poverty reduction in the developing world (Prieto-Carrón, M et al 2005). So far, the debate has been dominated by perspectives of American and European multinational companies, NGOs, governments, trade unions and academics (Fox, 2004).

Another, somewhat related driver behind the interest in emerging markets has been the idea that CSR, as a 'western' concept, which by definition may not be directly applicable elsewhere, and needs separate investigation (Logsdon, et al 2006). This, gives a somewhat different perspective than the traditional assumption that CSR implementation outside developed countries lag behind because of other priorities (Singh and Zammit, 2004), a lack of access to technologies (Christmann and Taylor, 2001) or weaker systems for implementation (UNRISD, 2003). In considering CSR in new/other settings, however, it must be noted that different notions and backgrounds of CSR (Katz et al., 1999) do not necessarily translate into concomitant differences in CSR performance. It can therefore be argued that even if values and perceptions of CSR vary, it may still be the case that when it comes to implementation, similar practices are being followed, or that different approaches nevertheless lead to comparable outcomes. This would therefore mean that the traditional and most commonly studied CSR issue deserves further attention, in order to include other dimensions and expand beyond the western environment. In this way, more insight can be gained into the extent to which CSR performance in emerging markets actually differs, regardless of the origins and context-specificity of the CSR concept.

Research of this kind however has been lacking, which may partly be due to the fact that actual implementation of CSR broadly, is relatively new in emerging economies. The concept as such is certainly not new (Carroll, 1999), but does not have a universally accepted definition of this concept among authors, therefore, implementation of this concept, measurement of CSR and its impact have been rather limited. We believe the debate should be broadened by incorporating, perspectives that reflect experiences from developing countries as well - and that if CSR initiatives are to be legitimate, their content and implementation should be adapted to the particular country or region in which they are taking place. In this paper, we hope to incorporate our insights from Mauritius, an emerging economy into the debate on CSR.

LITERATURE REVIEW

Research publications that have investigated CSR in emerging markets are relatively few. Husted and Allen (2006) and Muller (2006) have explored CSR among MNE subsidiaries in Mexico, but say little about the applicability of their conclusions to the strategies (or performance) of local companies. Those studies that do explicitly consider local companies tend to be explorative in that they assume CSR strategies to be determined by the local context as opposed to being expressions of a more broadly applicable concept (Logsdon et al., 2006, for Mexico; and Kraisornsuthasinee and Swierczek, 2006, for Thailand). The emerging country context is assumed to be a distinct setting for CSR due to differences in value systems or the institutional environment, which are assumed to manifest themselves in two ways: (1) differences

in the type of CSR activities (with some being more prevalent than others), and (2) differences in CSR level (performance). So far, there has been only a few research publications that have systematically investigated the type of CSR activities undertaken by local firms in emerging markets. Vives (2006) provides interesting insights on the importance of specific CSR behaviors to management through his large-scale survey of small- and medium enterprises (SMEs) in eight Latin American countries, but did not actually measure CSR activities or performance. Logsdon et al. (2006) discussed attitudes towards CSR in three large Mexican companies, considering the historical and cultural roots that may shape such attitudes. Some studies on CSR reporting have considered the types of activities mentioned by companies in emerging markets either in their CSR reports or on corporate websites (Chapple and Moon, 2005) referred briefly to general developments in Asia, Latin America, Russia and Africa, and reported actual figures only for South Africa, where disclosure has progressed most, amongst local companies and MNE subsidiaries. Their analysis of the Fortune Global 250 included a limited number of the largest emerging-market MNEs as well. Similarly, OECD (2005) also explored CSR disclosure by some of the largest emerging-market MNEs. In the case of Chapple and Moon (2005) it is unclear to what extent the companies in their sample are domestic or MNE subsidiaries, or both. They selected a sample of companies in seven Asian countries (India, Indonesia, Malaysia, the Philippines, South Korea, Singapore and Thailand) using total revenues as the selection criteria.

Utting (2003) Reed and Reed (2004) have argued that the potential and limitations of CSR initiatives in the developing world should be assessed and that any CSR initiative should not just benefit companies financially but also benefit workers and communities socially and environmentally. They suggest the following themes be investigated (1) the ideological or ideational underpinnings of CSR; (2) which issues are included or excluded from CSR debates; (3) the absence of gender, class and race perspectives from CSR debates and initiatives; (4) actual as opposed to postulated effects of CSR actions; and (5) the inclusion of a range of guiding principles in relation to regulations, profit strategies, governance and political responsibilities.

A survey conducted by Deloitte in 2008, in Mauritius, found that CSR is not yet embedded in the corporate culture in Mauritius. Companies still indulged in sponsorship and philanthropy, or else carry out activities with a social objective on a rather ad-hoc basis. However, CSR is emerging as a priority for businesses in Mauritius. The first quarter in 2008 has been marked with various organisations engaging in CSR. The study reveals that while CSR is gaining momentum among organisations in Mauritius and Rodrigues, it is not being done in a systematic and formal manner. Only a few organisations adopt a formal approach and structure to launch and manage social projects. This is a key issue for authorities to address in order to improve the state of CSR in Mauritius and Rodrigues. The survey has revealed the following:

- Corporate Mauritius intervenes in a number of areas for CSR activities. Popular thematic areas are: education, health and quality of life, environment and sustainable development, poverty alleviation, community development and sports.
- There is general lack of information (about the area of focus, about NGOs activities in such areas, government assistance in such areas, etc). The more companies wish to intervene in one area, the greater the lack of information

they face. The two main areas where companies have reported lack of information are education and environment and quality of life.

- Companies have demonstrated interest in partnering up with other stakeholders in the future in a number of thematic areas among which the following come first: education, environment and sustainable development, health and quality of life, poverty alleviation and community development. .
- Large organisations carry out philanthropy in the following areas: health and safety, education, and community (mainly sports).
- Sponsorship by large companies are mainly in sports and education.

Ragodoo (2009) in a survey conducted among the 100 top companies in Mauritius found that firms are willing to help in creating a better society whether through financial or non-monetary means but they do not have the resources to do so. Only 11 per cent of CSR funds are devoted to the fight against poverty. He argued that there is a need to set the priorities and to coordinate these efforts. He also found a lack of active involvement of business leaders and public figures which are needed to create the momentum for setting poverty alleviation as a top-priority of our social agenda. In our view, on how business can contribute to poverty reduction suffers from a serious shortcoming. The term ‘poverty’ has been used but not clearly defined. These findings are however in line with Prahalad (2005) who argues that business can help eradicate poverty through profit-making, while Kolk and Tulder (2006) also outline a methodology for assessing whether corporate policies contribute to reducing poverty but they both have not clearly defined what they mean by poverty.

METHODOLOGY

A sample of 100 companies from the Top 100 companies were chosen, as illustrated in the table below: Table 1. The response rate was 75% for 100 Top companies and The data collection took place during 4 weeks of Feb 2007.

Top 100 companies' Survey	
Company List	No. of Companies
Top 100 Company Listing 2006	100
No. of Respondents	75
Response Rate	75%

Table 1: Sample size and response rate

Fig 1 Mauritian Organisations' involvement / Commitment to CSR

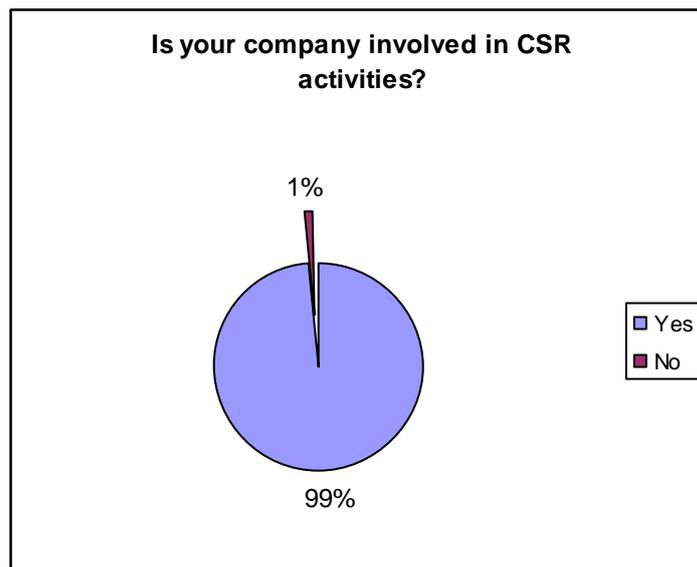


Figure 1: Involvement in CSR activities

Except for Only 1% of the respondents who are not involved in CSR activities because of their poor financial position, the majority ie 99% of the respondents are involved in and committed to CSR activities. This is because on one hand, it forms part of the company values and on the other hand, companies operating in oil or construction industries, have to comply with legal requirements for health and safety of their employees and the community around.

Fig 2 Mauritian Organisations' Definition of CSR

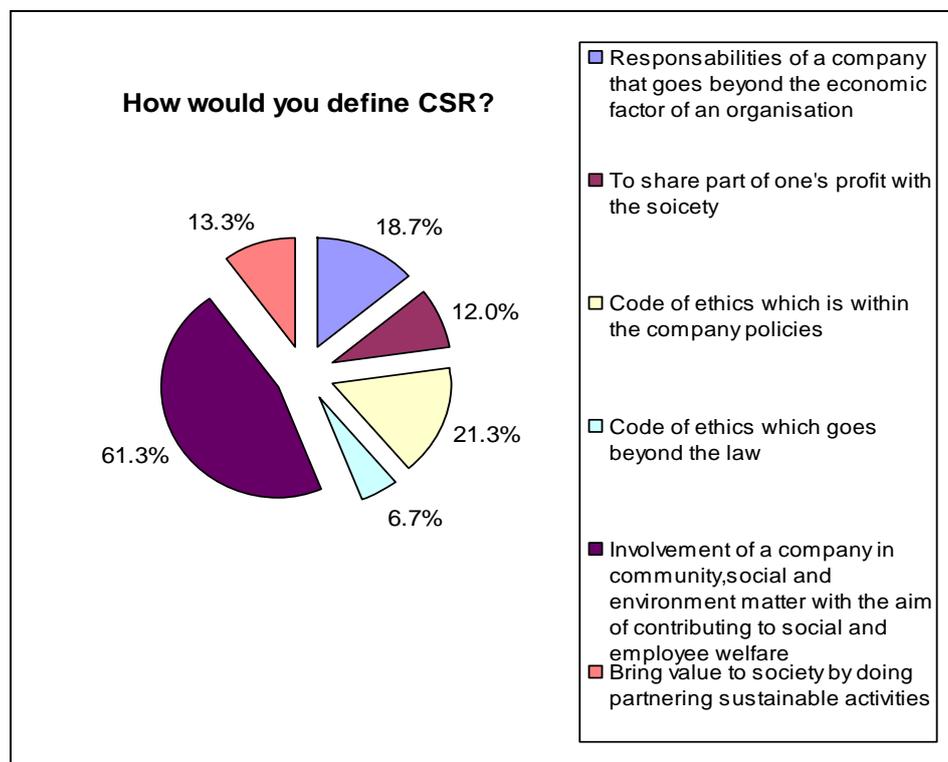


Figure 2: Definition of CSR

Figure 2 shows six main definitions of CSR, which were outlined by the respondents of this research survey:

- 61.3% of the respondents describe CSR as being the ‘involvement of a company in community, social and environment matter with the aim of contributing to social and employee welfare’
- 21.3% argue that CSR is the ‘code of ethics which is within the company policies’
- 18.7% of companies believe that CSR is the ‘responsibilities that go beyond the economic factor of an organization’
- 13.3% feel that CSR ‘brings value to society by doing partnering sustainable activities’
- 12% are of the view that it is the ‘sharing of one’s profit with the society’
- 6.7% feel that CSR is the ‘code of ethics which goes beyond the law’

Fig 3 Organisation's Sector of Activity

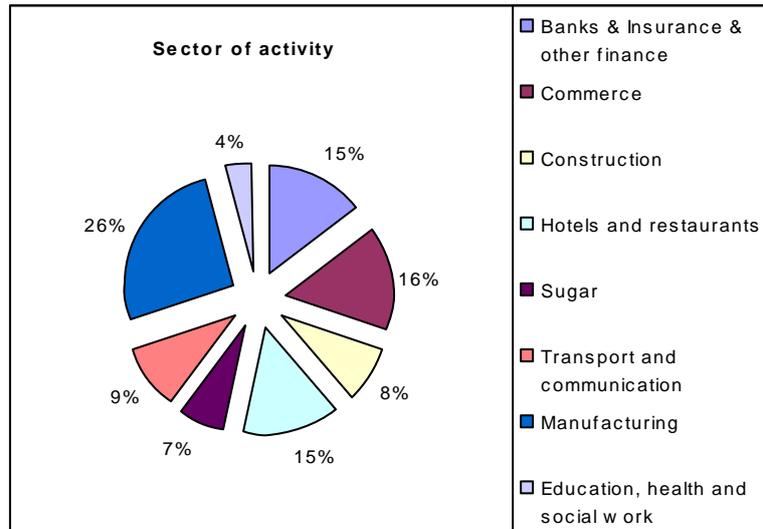


Figure 3: Sector of Activity

From the respondents interviewed, the majority (26%) operate in the Manufacturing sector, 16% in Commercial sector, 15% operate either in Banking & Insurance sector or Hotels & Restaurants sector, 9% in Transport & Communication sector. While 8% of respondents belong to the Construction sector, 7% in Sugar Industry sector and the remaining 4% operate in Education, health and social work sectors.

Fig 4 Reasons behind involvement in CSR Activities

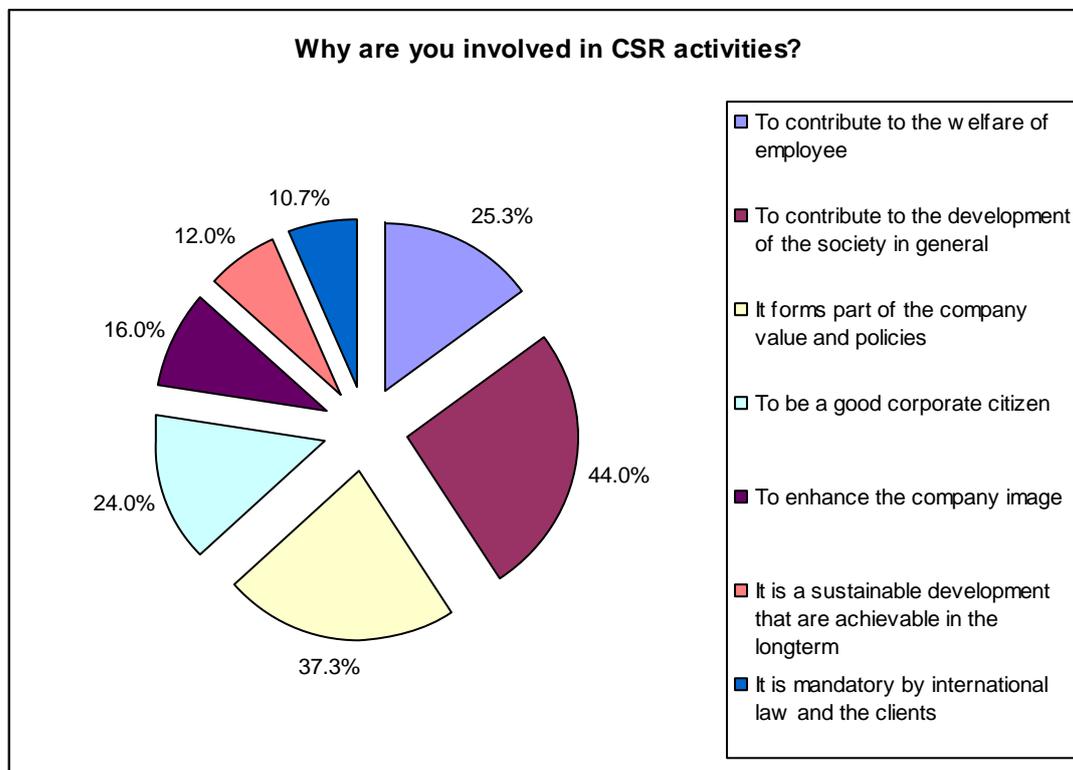


Figure 4 Reasons for Involvement in CSR Activities

The main reason argued by the majority of the respondents (44%) for their involvement in CSR activities is mostly motivated by the fact that it is “to contribute to the development of society in general”. 37.3% describe their motivation by the fact that ‘it forms part of the company value and policies’. 25.3% are involved in CSR activities in order to contribute to the welfare of employee; 24% want to be considered as a good corporate citizen whereas 16% want to enhance their image by indulging in CSR activities. 12% are motivated by CSR activities as they represent sustainable development with long term implications. The remaining 10.7% were involved in CSR activities, because it was mandatory by international law and their clients’ exigencies.

Fig 5 Involvement of Companies in Areas of CSR

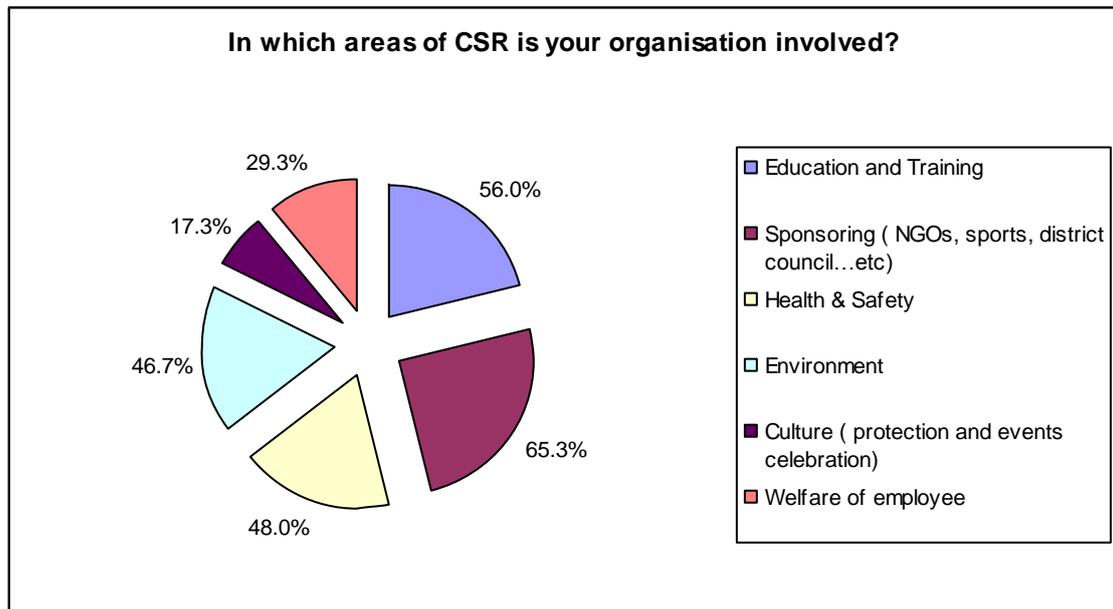


Figure 5: Areas of CSR activities Involved

The main areas of CSR where the respondents are involved are mostly:

1. ‘Sponsoring’ 65.3%;
2. ‘Education’ 56%,
3. ‘Health and safety’ 48%,
4. ‘Environment’ 46.7%,
5. ‘Welfare of employee’ 29.3% and,
6. 17.3% for ‘Culture’, which are mostly religious celebrations and protection of historical building.

Sponsoring activities are mostly for sports, NGO activities, district council and religious celebrations.

Fig 6 Education / Training of Employees about CSR activities

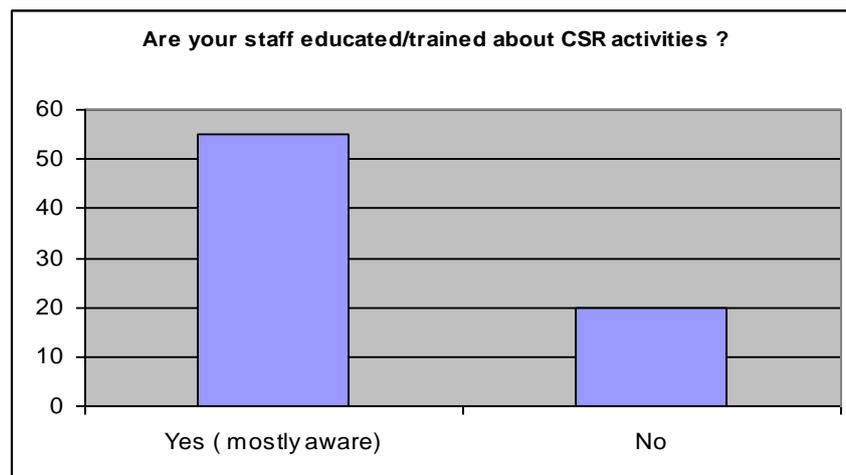


Figure 6: Staff Educated/Trained about CSR Activities

73% of the respondents have educated their staff or apprised them of the importance of CSR activities and 17% have not done so. For those who have apprised their staff, reasons have been mainly due to the fact that CSR activities form part of their company's value and culture.

The training methods used by those companies to develop awareness of CSR are:

- Communication through company's newsletter, Intranet, company's magazine
- In-house training house
- Seminar on health and safety: Aids, protection measure

The CSR programs that are implemented within the organizations are:

- Setting up of clubs to encourage employees to do social work (tuition in ZEP school)
- Offer expertise to NGOs
- Promote voluntarism among the employees
- Fundraising activities
- Training program for employees
- Creation of a staff committee
- Investment in bio-diversity and biodegradable products

All these activities are being set for the welfare of employees and the society in general.

Fig 7 Factors affecting attitudes towards CSR Practice

The factors that influence most the organization's attitudes towards CSR are essentially, in descending order, as follows:

- The companies' value and culture – part of its policies (42.7%)
- The managerial awareness of the need for social involvement (32%)
- The law (25%)

- The contribution of the company towards the society (24%)
- The company reputation towards its stakeholders (22.7%),
- The corporate image (21.3%)
- Win-win situation: indirect benefit generated to the company (16%)
- Globalisation – to be more competitive (12%)
- Pressure from international clients (10.8%), and
- Marketing tool (5.3%).

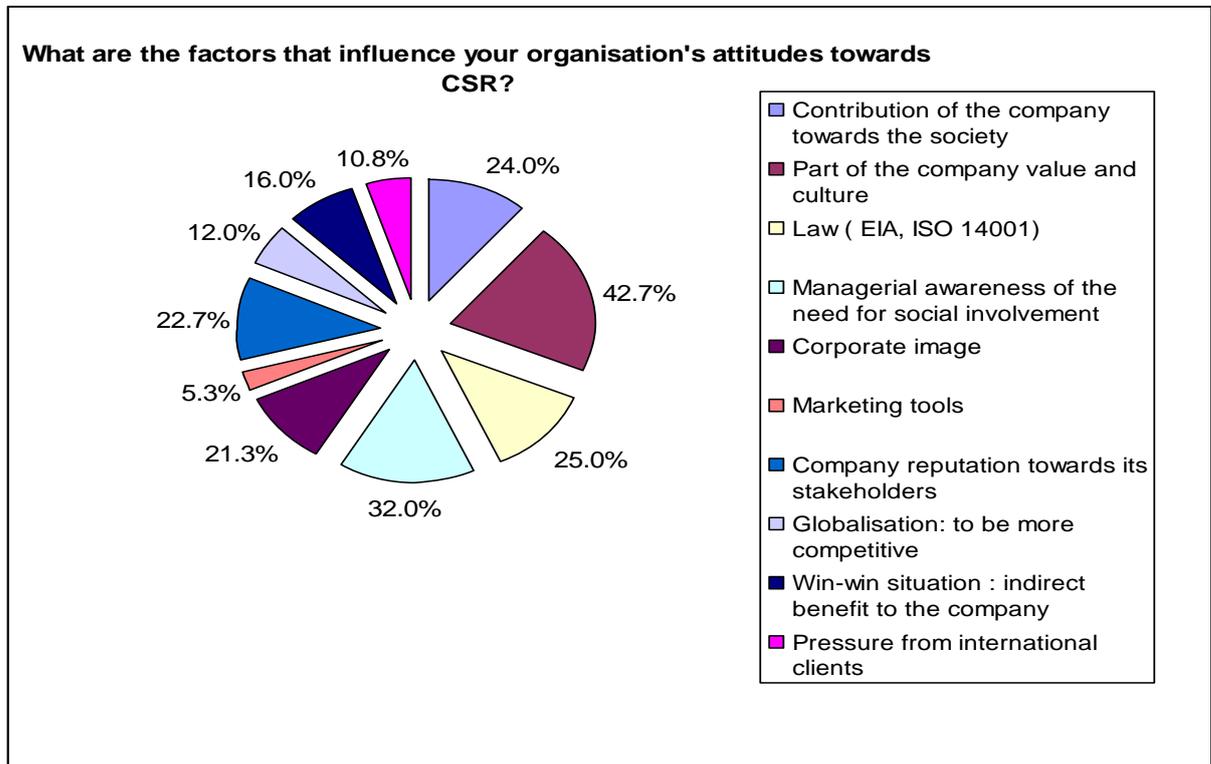


Figure 7: Factors Influencing Attitudes towards CSR

Among these factors, the one that influences these organizations by 42.7% is mostly its value and culture. As it has been observed before, companies have implemented a code of ethics within its policies. It is to be noted that only 5.3% of them believe that CSR is a marketing tool. These are companies that have identified CSR as being a good communication tool that increase the awareness of their products and services to the general public

All these factors stated by the respondents show that their companies are concerned about CSR and they consider it as a key asset for their development and competitive advantage.

Table 2 Other ways to promote CSR Activities within the organisation

Furthermore, the following table shows the other CSR activities that the respondents are presently involved in to encourage the CSR practice, as regards to the Mauritian context:

	Yes	No
Clean Energy	66%	23%

Beneficial Products & Services	77%	25%
Pollution Prevention	67%	22%
Recycling Hazardous Waste	49%	29%
Ozone Depleting Chemicals	42%	40%
Substantial Emissions	26%	33%
Agricultural Chemicals	30%	43%
Climate Change	41%	39%

Table 2: Promoting other CSR activities

Some of the respondents are not directly concerned about some of these activities stated above because of the nature of their sector where they are operating. They do participate in these activities only when it is needed, that is, when a national campaign is being launched for these activities.

The others activities where the respondents are involved are:

- Protection of historical buildings
- Health: Chikunguya National Prevention campaign
- Waste Water Management issues

Fig 8 Amount of money allocated to CSR Activities

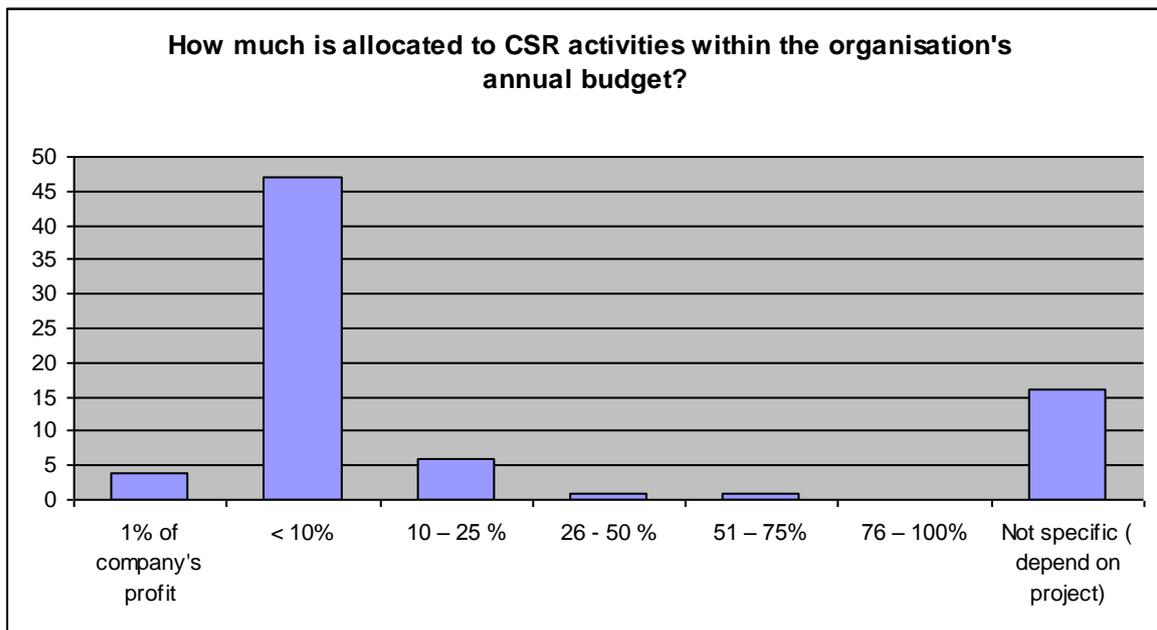


Fig 8 Amount of Money Allocated to CSR Activities

Most of the respondents (63%) allocate less than 10% of the annual budget for CSR activities, 21% allocate no specific budget for CSR activities as it all depends upon project. Only three companies allocate 1% of the group annual profits to CSR activities.

Fig 9 Ways CSR Activities brings profitability to organisations

There are many ways that have been stated by the respondents regarding benefits that may accrue due to CSR practices. 40% of them believe that CSR activities **enhance**

their image, whereas 26.7% of them consider it as a way to foster the relationship between the company and the society in general. It also brings credibility towards their stakeholders. 22.7% of companies argue that it enhances goodwill vis-à-vis the society through social stability and its development. 17.3% of them believe that, it is a marketing tool as it contributes to the choice of consumer. 14.7% argue that it adds value to the company. 13.3% of them consider also that CSR makes employees more productive and 9.3% feel that it is a way to acquire competitive advantage. Only 4% believe that it increases goodwill for the company's products and 1.7% view CSR as a long-term investment.

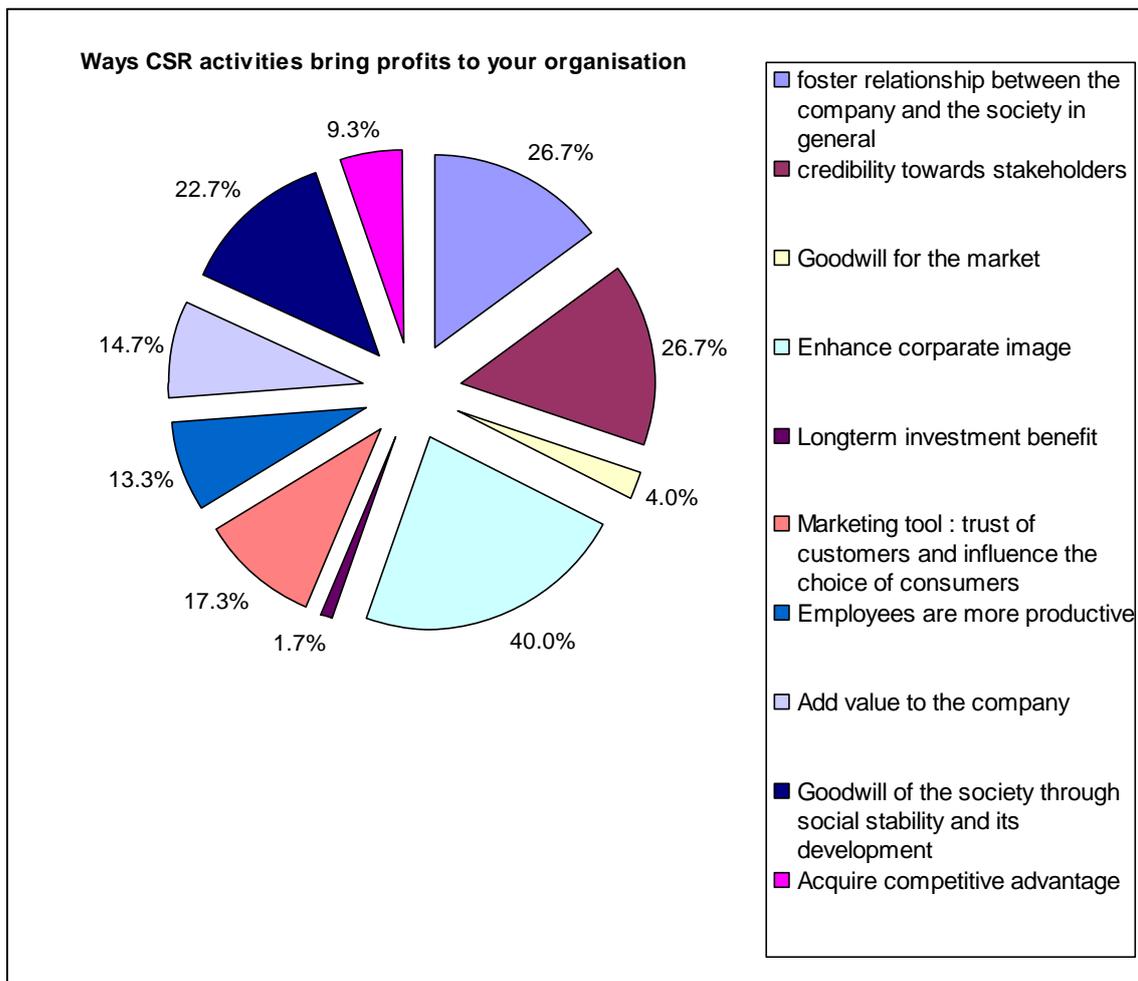


Figure 9: Ways CSR bring profit to Organisation

New Tax policies and its implications

With the new tax policies, 12% of the respondents argued that this would affect the amount that they spent on CSR activities, whereas 88% felt that they are not affected about it. For those who believe that CSR will be affected by the new tax policies, the main reason evoked is that the donation could not be deducted with the new tax policies.

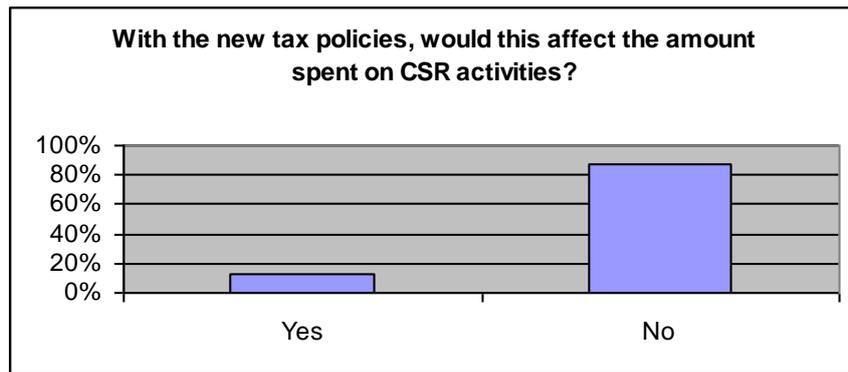


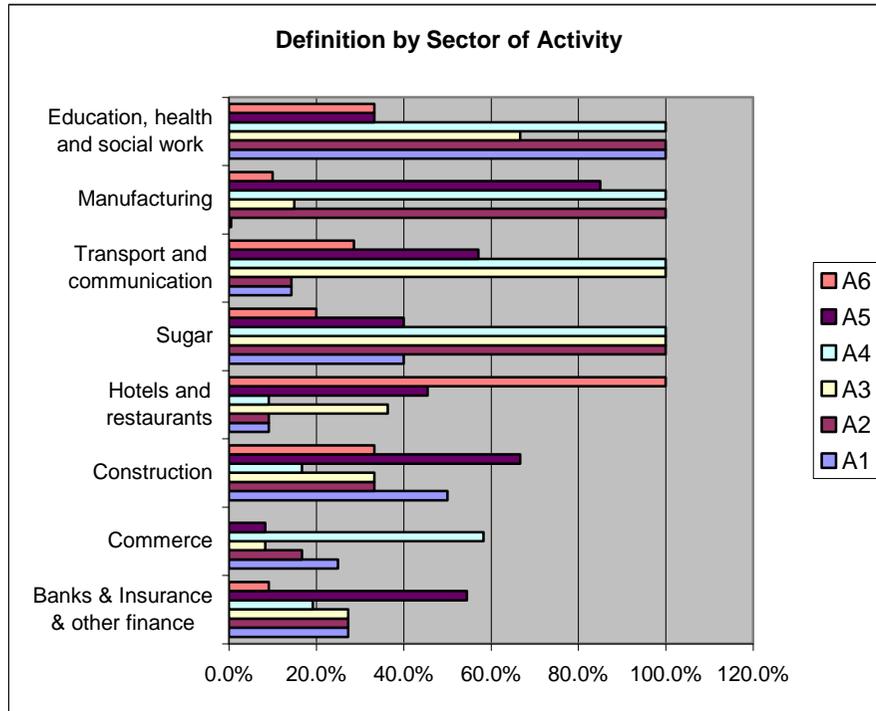
Figure 10: Would new tax policy affect the amount spent on CSR activities?

The other comments that the respondents provided are that:

- Government should review the new tax policies as many Non-Governmental Organisations (NGOs) are having financial problems because of reduced funding from companies.
- Government should educate the public sector to better understand the concept of CSR as it is not clearly understood.
- CSR is a new emerging concept and it will take time to be fully implemented
- There is no structured approach about CSR programmes and implementation.
- CSR should be framed within companies' policies.
- Private sector should be more involved in CSR activities.
- There should be legal and mandatory requirements to enforce corporate bodies to allocate a budget for CSR activities.

Figure 11 and table 3 illustrate the various definitions of CSR provided by the respondents across the various sector of activity.

Fig 11: CSR Definition by Sector of Activity



CSR Definitions:	Code:
Responsibilities of company going beyond the economic factor of organization	A1
To share part of one's profit with the society	A2
Code of ethics within the company policies	A3
Code of ethics going beyond the law	A4
Involvement of company in community, social and environment matter aiming to contribute to social and employee welfare	A5
Bring value to society by doing sustainable partnering activities	A6

Table 3 – Definition of CSR by Sector of Activity

In Fig 11, above, CSR has been mostly defined (100%) as a ‘code of ethics which goes beyond the law’ in the ‘Sugar’, ‘Transport & Communication’, ‘Manufacturing’ and ‘Education, Health & Social work’ sectors. The reason is due to the fact that there is historical partnership that exists between the surrounding community and the companies operating in these sectors. Secondly, these sectors depend highly on international norms of operation which are sometimes beyond domestic law and which allow them to be more competitive in the international market. Nowadays international clients are more likely to trade with companies which are highly CSR oriented.

Table 4 Reasons behind involvement in CSR Activities by sector

Respondents suggested many reasons so as to justify their involvement in CSR activities. For the analysis purposes, respondents' reasons have been codified in Table 12 which illustrates the reasons behind the involvement in CSR activities by 'Sector of Activity'.

SECTOR OF ACTIVITY	REASONS (%)	B1	B2	B3	B4	B5	B6	B7
		To contribute to welfare of employee	To contribute to development of society in general	Forms part of company value and policies	To be a good corporate citizen	To enhance company image	Is a sustainable development achievable in long term	Is mandatory by international law and clients
<i>Banks & Insurance & other finance</i>		36.4	45.5	45.5	36.4	9.1	18.2	9.1
<i>Commerce</i>		33.3	33.3	33.3	41.7	100.0	25.0	8.3
<i>Construction</i>		33.3	66.7	33.3	50.0	50.0	16.7	100.0
<i>Hotels and restaurants</i>		9.1	45.5	18.2	9.1	9.1	100.0	9.1
<i>Sugar</i>		40.0	40.0	20.0	20.0	100.0	20.0	100.0
<i>Transport and communication</i>		14.3	42.9	28.6	28.6	57.1	100.0	14.3
<i>Manufacturing</i>		25.0	50.0	55.0	5.0	15.0	5.0	20.0
<i>Education, health and social work</i>		100.0	100.0	33.3	33.3	100.0	33.3	100.0

Table 4 – Reasons behind Involvement in CSR Activities by Sector of Activity (%)

Figure 12 & Table 4 illustrate the different reasons behind involvement in CSR activities across sector of activity.

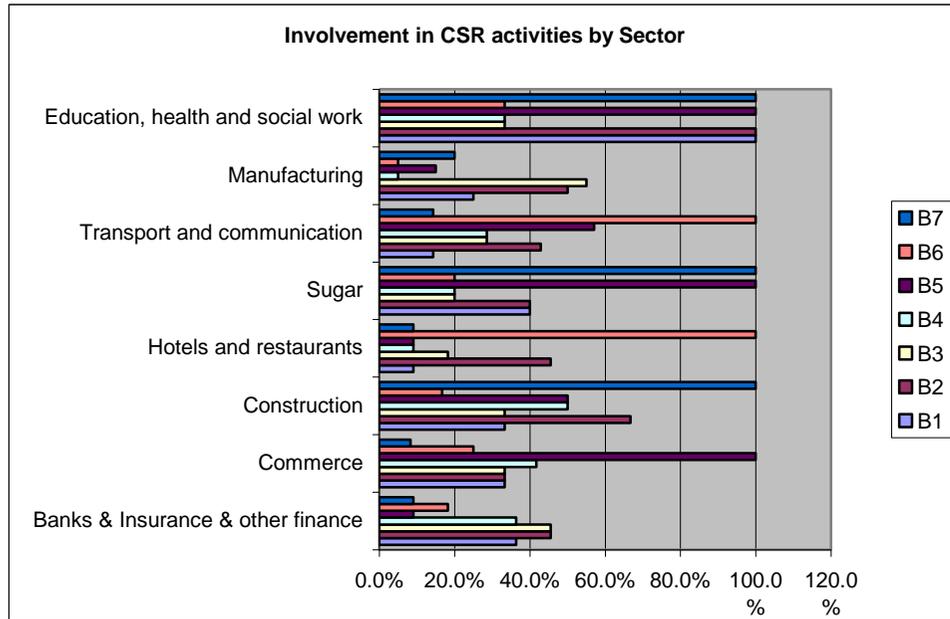


Fig 13: Involvement in CSR Activities by Sector

Reasons behind involvement in CSR activities:	Code:
To contribute to welfare of employee	B1
To contribute to development of society in general	B2
Forms part of company value and policies	B3
To be a good corporate citizen	B4
To enhance company image	B5
Is a sustainable development achievable in long term	B6
Is mandatory by international law and clients	B7

Table 5 – Reasons behind Involvement in CSR Activities by Sector of Activity

According to Figure 13 ‘to enhance the company image’ was the reason that was mostly outlined (100%) in the ‘Commercial’, ‘Sugar industry’ and ‘Education, Health and Social Work’ sectors for their involvement in CSR activities. This is so, because in the ‘Commercial’ and ‘Education, Health and Social Work’ sectors, these companies are marketing services and their involvement in CSR activities highly enhances their image for their products and services.

On the other hand, respondents operating in ‘Hotels and restaurants’ sector are mostly motivated by the fact that CSR activities are part of sustainable development that are achievable in the long term. These companies invest mostly in training and development of their employees as well as the development of their surrounding environment. International law and clients had also urged companies operating in the ‘Construction’ sector to be involved in CSR activities. The compelling reason is that these companies have international requirements, which they should respect for the safety and security of their clients.

Table 6 Factors affecting attitudes towards CSR Practice by sector

Many factors have been outlined by respondents concerning the attitudes to towards CSR practice. For the analysis purposes, respondents' factors have been codified in Table 6, which shows the factors affecting attitudes towards CSR practice by 'Sector of Activity'.

SECTOR OF ACTIVITY	FACTORS AFFECTING CSR PRACTICE (%)									
	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
	<i>Contribution of company towards society</i>	Part of company value and culture	Law (EIA, ISO 14001)	Managerial awareness of need for social involvement	Corporate image	Marketing tools	<i>Company reputation towards its stakeholders</i>	Globalization: to be more competitive	<i>Win-win situation: indirect benefit to company</i>	Pressure from international clients
<i>Banks & Insurance & other finance</i>	27.3	45.5	9.1	36.4	36.4	9.1	9.1	27.3	9.1	18.2
<i>Commerce</i>	33.3	41.7	8.3	41.7	16.7	0.0	16.7	0.0	8.3	0.0
<i>Construction</i>	50.0	66.7	50.0	66.7	33.3	0.0	50.0	16.7	16.7	50.0
<i>Hotels and restaurants</i>	18.2	27.3	9.1	18.2	9.1	0.0	18.2	0.0	9.1	0.0
<i>Sugar</i>	20.0	40.0	0.0	20.0	0.0	0.0	40.0	0.0	20.0	0.0
<i>Transport and communication</i>	28.6	28.6	42.9	42.9	42.9	14.3	28.6	28.6	14.3	0.0
<i>Manufacturing</i>	10.0	45.0	50.0	25.0	20.0	10.0	15.0	15.0	30.0	15.8
<i>Education, health and social work</i>	33.3	66.7	0.0	0.0	0.0	0.0	66.7	0.0	0.0	0.0

Table 6 – Factors affecting attitudes towards CSR Practice by Sector of Activity (%)

Figure 14 and table 7 illustrate the different factors that affect attitudes towards CSR practice across sector of activity.

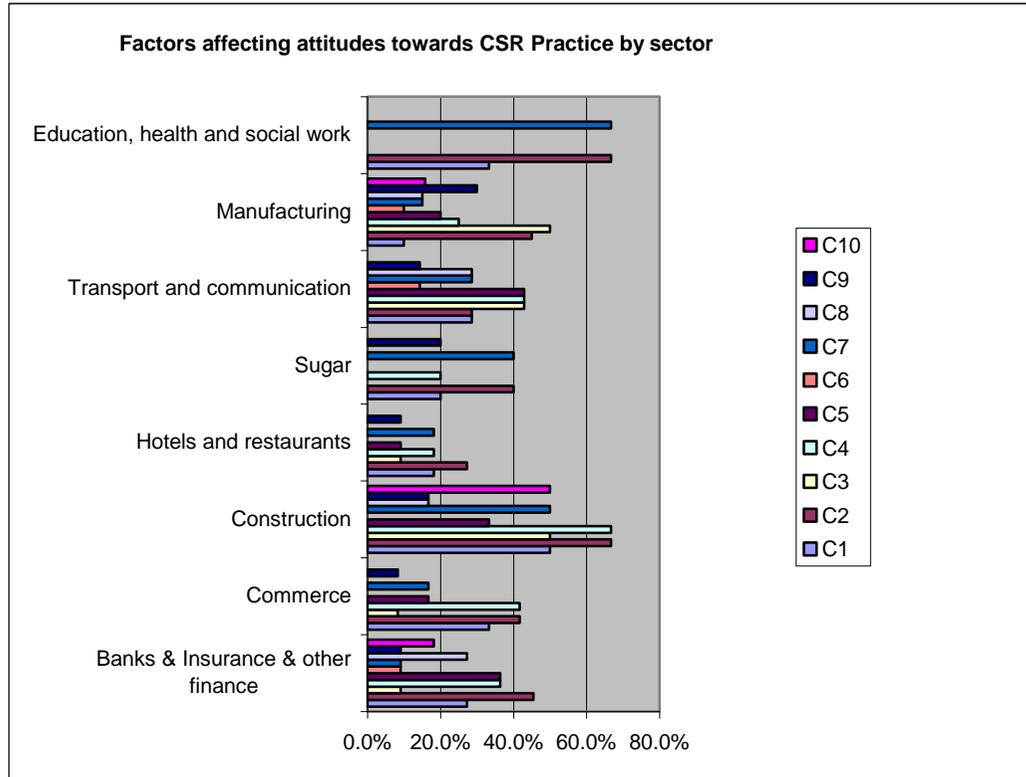


Fig 14: Factors affecting attitude towards CSR Practice by sector

Factors affecting CSR practice:	Code:
Contribution of company towards society	C1
<i>Part of company value and culture</i>	C2
<i>Law (EIA, ISO 14001)</i>	C3
<i>Managerial awareness of need for social involvement</i>	C4
<i>Corporate image</i>	C5
<i>Marketing tools</i>	C6
Company reputation towards its stakeholders	C7
<i>Globalization: to be more competitive</i>	C8
<i>Win-win situation: indirect benefit to company</i>	C9
<i>Pressure from international clients</i>	C10

Table 7– Factors affecting attitudes towards CSR Practice by Sector of Activity

Fig 14 shows that apart those operating in the ‘Transport and Communication’ sector, executives’ attitudes towards CSR are influenced by their ‘CSR’s integration in the company’s value and culture’. On the other hand, most companies did not consider CR Practice as a marketing tool as it has the lowest ratings. The fact is that CSR activities in Mauritius are not yet associated to marketing activities. ‘Managerial awareness of need for social involvement’ is also one of the factors that influence the attitudes of respondents towards CSR irrespective of their sector of operation, except for the ‘Education, Health and Social Work’ sector. Hence, it can be deduced that management’s attitude is important in considering CSR as a business or marketing practice.

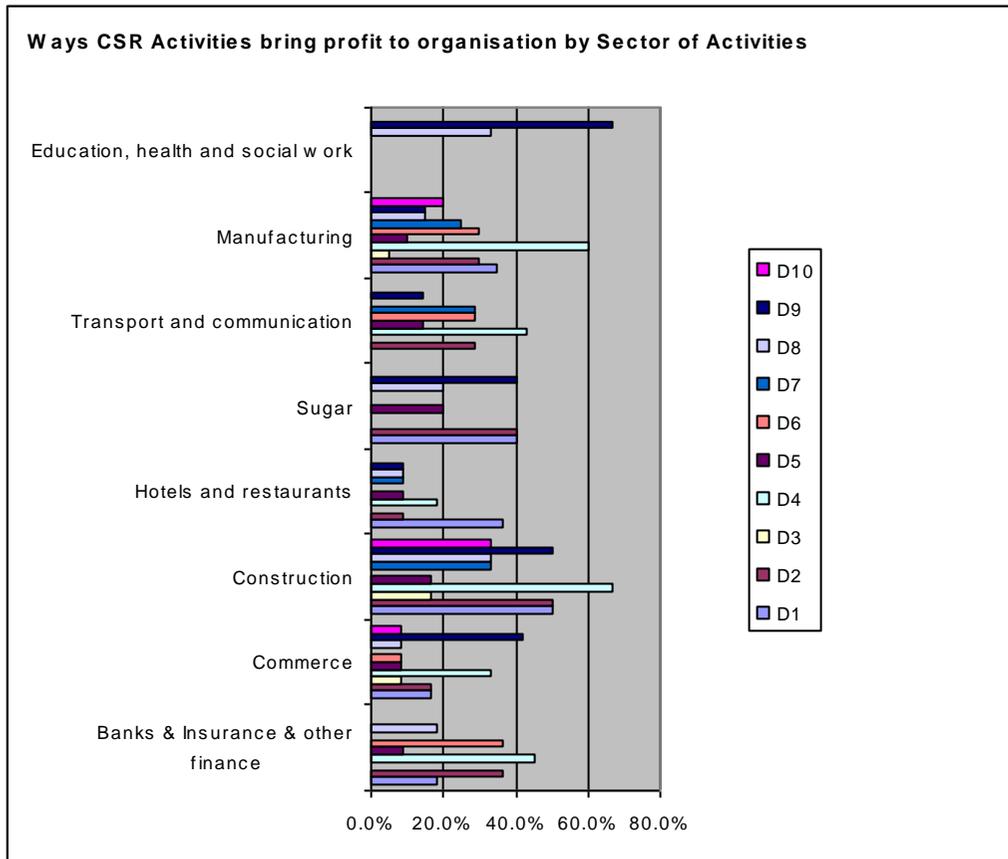
Table 8 Ways that CSR Activities can increase the profitability of their organisation by Sector of Activities

Respondents have mentioned many ways on how CSR activities bring profit to their organisation. For the analysis purposes, respondents' ways have been codified in Table 6. Table 6 demonstrates different ways CSR activities bring profit to organisation by 'Sector of Activity'.

SECTOR OF ACTIVITY	WAYS (%)	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10
		Foster relationship between company and society in general	Credibility towards stakeholders	Goodwill for the market	Enhance corporate image	Long term investment benefit	Marketing tool: trust of customers and influence choice of consumers	Employees more productive	Add value to company	Goodwill of the society through social stability and its development	Acquire competitive advantage
<i>Banks & Insurance & other finance</i>	18.2	36.4	0.0	45.5	9.1	36.4	0.0	18.2	0.0	0.0	
<i>Commerce</i>	16.7	16.7	8.3	33.3	8.3	8.3	0.0	8.3	41.7	8.3	
<i>Construction</i>	50.0	50.0	16.7	66.7	16.7	0.0	33.3	33.3	50.0	33.3	
<i>Hotels and restaurants</i>	36.4	9.1	0.0	18.2	9.1	0.0	9.1	9.1	9.1	0.0	
Sugar	40.0	40.0	0.0	0.0	20.0	0.0	0.0	20.0	40.0	0.0	
<i>Transport and communication</i>	0.0	28.6	0.0	42.9	14.3	28.6	28.6	0.0	14.3	0.0	
<i>Manufacturing</i>	35.0	30.0	5.0	60.0	10.0	30.0	25.0	15.0	15.0	20.0	
<i>Education, health and social work</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.3	66.7	0.0	

Table 8 – Ways that CSR Activities can increase the profitability of organisation by Sector of Activity (%)

Figure 15 and Table 9 illustrate the different ways mentioned by respondents on how CSR activities bring profit to organisation across sector of activity.



Ways:	Code:
Foster relationship between company and society in general	D1
<i>Credibility towards stakeholders</i>	D2
<i>Goodwill for the market</i>	D3
<i>Enhance corporate image</i>	D4
<i>Long term investment benefit</i>	D5
<i>Marketing tool: trust of customers and influence choice of consumers</i>	D6
Employees more productive	D7
<i>Add value to company</i>	D8
<i>Goodwill of the society through social stability and its development</i>	D9
<i>Acquire competitive advantage</i>	D10

Table 9 – Ways that CSR Activities can increase the profitability of organisation by Sector of Activity

Fig 15: Ways that CSR Activities benefit organizations by Sector

'To enhance 'corporate image' is the most common way of increasing reward for organisations according to all respondents except those operating in 'Commerce', 'Hotels and restaurants', 'Sugar' and 'Education, Health & Social Work' sectors. For some of these sectors, that is, 'Sugar' and 'Education, Health & Social Work', corporate image is not 'as important' as it is in the other sectors. The main reason is that companies operating in 'Education, Health & Social Work' sector are para-statal companies and enhancing their image is not their targeted objective in doing CSR activities. For them, the goodwill of the society through social stability and its development paves the way for profitability rather than enhancing corporate image. For companies operating in 'Sugar industry' sector, corporate image does not help them to market their products as international bodies decide on the pricing strategy.

CONCLUDING REMARKS

Though this paper, we have presented evidence that firms in Mauritius participate in donation and the extent of such participation. The survey has shown that executive managers in Mauritius use 'Corporate Social Responsibility' as a source of business success in marketing their activities. Companies in Mauritius invest money on CSR activities whether it is for sponsorship, education or environment. More and more companies are becoming aware of the benefits that CSR activities may bring to them in the long run. With the new tax policy prevailing in Mauritius, 88% felt that they are not affected by whilst the remaining 12% indicated that they have reduced the budget allocated to CSR activities. We argue that there is a pressing and persistent need for a critical investigation of the potential and limitations of CSR initiatives in developing countries. In particular, we suggest that researchers and practitioners pay attention to issues such as who is recognized or overlooked in CSR interventions, which issues are addressed or not touched upon, what is measured (compliance or impact), and what works in one place as opposed to another.

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