

# GRI Network Development: South Africa

**REPORT**  
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## **I. Executive Summary**

Starting with good working knowledge of the South African environment will speed development of the Global Reporting Initiative – South Africa (GRI-SA) network and will produce more robust results. With that purpose in mind this study is designed to gain understanding of:

1. The level of current familiarity with GRI and triple bottom line approaches
2. Which important South African (SAn) issues connect to the GRI's goals
3. The structure of existing SAn networks relevant to those goals.

Based on the data gathered, this report presents initial suggestions for how to build this network. However, given the substantial time constraints and the fact that the methodology behind this study is still in development, the report presents ways to think about GRI-SA network development, suggests high leverage activities, provides insights into issues and existing networks, and offers a path of action rather than firm conclusions.

SA does have a strong base for GRI-SA to build upon. Half of the respondents indicate that the triple bottom line is a natural approach to them. The King Report II, which is very widely known and regarded in unusually positive terms, promotes GRI specifically to develop a reporting method. However, this support is still more at an idea stage than an application one, as few corporations are currently engaged in such reporting.

In the past GRI has focused exclusively on applying its framework to business. However, there may be reason to expand GRI's scope to include government through Nedlac and local government initiatives. Or, at least when working with Eskom and Sasol which are already engaged with GRI and other parastatals, it is worthwhile approaching them as a particular subgroup that must combine public-private purposes.

Among the triple bottom line issues, three in particular stand out as candidates for particular GRI-SA attention. One already identified and being acted upon is HIV/AIDS. A second involves issues of equity and access, and the third concerns unemployment. Among the triple bottom lines, care should be taken not to lead with or over-emphasize the environmental one, which is seen as the least important.

The study surfaces five particular SAn networks that are important to GRI. GRI needs to learn as much as possible about those networks prior to the November meeting to assure representation by the most important organizations. Also, individuals within these networks have distinct profiles that can help identify who to engage and how to engage them. This study gives an initial list to select from, but this should be thought of as one that needs further expansion.

Conceiving of GRI-SA as a bridging and integrating organization can be particularly useful. It must bridge and integrate between the triple bottom lines, and the distinct organizational and personal networks. This emphasizes that developing the capacity of people and organizations to work together successfully must be integrated into the work of actually applying and further developing the GRI framework in South Africa. Since the post-apartheid transformation work is closely associated with development of many of these skills, the future prospects of GRI-SA appear bright.

## II. Introduction to the Project and the Report

This is a joint project of:

- The Global Public Policy Network Resource Group (the Group)
- The Global Reporting Initiative (GRI) internationally
- South Africans (SAns) organizing their national GRI network (GRI-South Africa)

Each of these parties has distinct objectives, as well as the shared one of ensuring a strong start for GRI-SA.

This is an action research project. It was initiated with the desire for an improved approach to forming local networks of global organizations and of GRI in particular, and the identification in general terms of how this could be achieved. However, the details about how to proceed and the tools necessary to proceed were still undefined. Therefore, the project was initiated with the understanding that the process in SA would likely fall short of ideal. The strategy is to develop the tools experientially for use in similar situations.

As this project and report developed, it became clearer that they are helping to achieve the goal of supporting effective initiation of GRI-SA by:

- ◆ developing and broadening understanding of organizers of GRI-SA of network development processes and opportunities
- ◆ identifying directions for development in terms of current SA issues and existing networks
- ◆ creating a data-base of names of people to engage in the GRI network
- ◆ introducing GRI to people who will hopefully become engaged in GRI-SA
- ◆ creating a leadership team for initiating GRI-SA

These goals are being achieved in two ways. One is the traditional research way of gathering and analyzing data. The other is the “action” part of the research methodology that refers to *how* the project is developed. Rather than simply have the data collected by a research consultant, this work was done by an SA Research Team (the Team) of people who are from various organizations and already committed to supporting GRI-SA’s development. This means that the Team’s understanding of the data goes beyond simply reading this report. As well, in contrast to a researcher unengaged in GRI, the Team has become involved in fundamental questions such as “data for what purposes” and “what is the development process that this data fits into.”

This report, being the product of a methodology still in development, should not be read as a traditional research report. The data have not been collected with the same degree of concern for quality that would be the case for a traditional research project. Numbers used are not statistically valid and only suggest certain directions for action and further investigation,

rather than definitive answers. This is a qualitative rather than a quantitative report. It aims to convey mental models about how to approach GRI-SA network development, rather than highly refined steps to do so.

### A. Context of the project and global policy networks

A major challenge facing the world today is to create organizations that can successfully address global-scale challenges that involve deep societal change. Nowhere is this more apparent than with initiatives aimed at sustainability. Sustainability is an issue that patently requires transnational and global action; and one that involves deep change in the way we organize our community, economic, and political systems. This in turn requires transformation of the organizations in those systems and of the very way we organize our personal lives and relationships.

The increasingly rapid decline in bio-diversity, the environmental degradation, and the increasing gap between wealthy and poor within countries and between them are core indicators of our failure to successfully address sustainability issues. In this vacuum of effective action, some innovative responses are emerging that are called global public policy networks (GPPNs). Rather than giving government organizations a privileged leadership position, these organizations are predicated upon action generated by business and civil society organizations with government playing a responsive and supportive role. GRI, with its intent to create a comprehensive economic-social-environmental reporting framework for organizations, is an example of such a network.

As a newly emerging organizational form, GPPNs face many developmental challenges. After close examination of GPPNs, the Group concluded that one helpful way to frame these is vis-à-vis the concept of effectiveness in four dimensions:

- ♦ participation
- ♦ communications
- ♦ operations
- ♦ ethics

This provides a guiding framework for developing GPPNs and assessing their success.

For the Group this project is part of a larger initiative called Phase II, which is developing tools, methodologies, and further knowledge to develop GPPNs, by working with specific GPPNs in an action research process. The tool-methodology-knowledge outcomes are being achieved by providing valued development support to the GPPN in a disciplined learning process.

**The overarching question for the Group in this project is:**

*How can local networks of an established GPPN be most effectively initiated?*

### B. Background of GRI and the Project

GRI began as a project of CERES in 1997 and during this project became an independent organization based in Amsterdam. Through the GRI, global and regional civil society organizations and corporations, with the support of the United Nations Environmental Program and foundations, have developed a series of draft reporting frameworks. Now with the framework in advanced form and with a structure owned by the stakeholders involved, GRI is moving into a stage more focused on implementation of the design that has been developed.

The key characteristics of GRI are described the GRI data sheet, Appendix B. For GRI, this project represents one of the first concerted efforts to organize a national GRI network. This project is an important step in developing a methodology for GRI to develop such networks.

**The overarching question for GRI in this project is:**

*How can GRI effectively develop national and geographic-based sub-networks?*

### **C. GRI in South Africa**

Several factors made SA a logical site for this project. SA has sophisticated stakeholder organizations and substantial experience in multi-stakeholder processes that are a core part of GRI. To date, five SAn companies have been engaged during GRI's development of its framework. Other SAn organizations have also been modestly involved and the Chair of GRI's senior governance body is a SAn. The Team for this report identified the additional reasons for doing this project in SA:

- ◆ SA is an emerging democracy. Accountability is a valuable tool for democracy. GRI provides a valuable accountability tool.
- ◆ SA needs benchmarking standards for performance, and across-country comparisons are useful. In particular, the "investment community" needs an international standard. The King Commission findings, for example, need practical implementation dimensions that GRI can provide.
- ◆ SA needs a higher level of (corporate and other) engagement on social/environmental issues. GRI can help drive sustainability engagements.

In May 2002 senior GRI staff visited SA and with the support of SAn colleagues they held a public meeting. Out of that group, a Reference Committee was formed of 20-25 individuals who expressed interest in supporting GRI's development in SA. At the May meeting, GRI announced that a second meeting, referred to as a Briefing, would be held November 11-12 to raise GRI's profile and spur GRI action in SA.

In July a contract was finalized with the African Institute for Corporate Citizenship (AICC), whereby AICC's Paul Kapelus became the lead organizer for the GRI November meeting. A separate project had already been initiated by GRI to identify indicators for the GRI framework vis-à-vis the issue of AIDS/HIV.

**For the emerging GRI-SA, the major question is:**

*How can GRI-SA be successfully launched?*

GRI-SA is clearly at an initiation stage of development. This means questions about who should participate and how they might work with the GRI framework is still not known and this report aims to provide data to help address these basic questions.

#### **D. Goals of this report**

This report, therefore, is part of a much larger project.

**The goal of the report is to:**

*Support effective initiation of GRI-SA.*

The project is designed around analysis of the key theories that are behind GRI's current structure and approach to its work, with the view that a sound approach would be to define SA in terms of variation of the theory. This should provide a disciplined and responsive approach that ensures core GRI elements are maintained and that GRI-SA is developed in ways that are highly responsive to local circumstances and views. The main theories behind GRI are:

- ◆ Application of the framework to any particular organization must involve all of the organization's stakeholders since meaningful triple bottom line change involves change in their relationships.
- ◆ The reporting framework should be an evolving document that is continually building the capacity of its users to improve their triple bottom line performance.
- ◆ There is a global framework, but sub-frameworks based upon regional and industry-specific contexts must be developed.
- ◆ Structurally the GRI—wherever it is organizing—must reflect multi-stakeholder ownership. Since businesses are a key target for application of the framework, it has a large but not dominant ownership role. (Globally ownership is defined in categories: 40% business, 10% labor, 25% other civil society; 25% mediating organizations (MOs)<sup>1</sup>).

This report addresses four questions that are seen as important to an effective initiation of GRI-South Africa:

- 1. *What are SA activities and factors that may provide opportunities or challenges to GRI's development?***
- 2. *What is the fit between the GRI issues and those held as important by SAs?***

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<sup>1</sup> Mediating organizations (MO) are still somewhat vaguely defined, but refer to organizations that provide critical support in developing a supportive operating environment. This includes government and its agencies, research organizations and academia, and organizations like professional associations of accountants.

3. *What are the existing network ties amongst potential GRI stakeholders and what development directions might they suggest?*
4. *Who should be at the November meeting?*

Answering the first question aims identify opportunities and problems that may arise and the second intends to define GRI in terms that will engage SAns effectively within the overall GRI framework. Answering the third it to recognize how people currently relate to each other, to understand how GRI can build upon existing relationships, and to identify particular problems to address that might exist vis-à-vis the GRI global theoretical model. This, in turn, will help answer the fourth question.

**GRI had another objective:**

*To introduce and promote GRI to SAns.*

Therefore, an interview protocol was developed to both achieve the latter goal and gather data. The plan was to do 60 interviews that achieved this dual purpose, and another 40 that would focus upon the latter goal. All this had to be done by September 6, an unsatisfactorily short time.

**E. Research plan behind this report**

This joint project arose when plans for the GRI-SA network were already underway. Therefore, it did not begin with a blank slate. A meeting had been held, another one was committed to for November 11-12, a separate research project was already underway, a Reference Committee had been established, and a lead SAn organizer had been identified. It made sense, therefore, to try to tie all of this together in the approach of this project.

The commitments meant that time was short when, in June, the GPPN and GRI identified SA as the site for a planned joint project. The project was defined and funded with the generous support of the Olin Foundation over a two-week period. A draft interview protocol was then drawn up just as an agreement was finalized with AICC. All this meant that the initiation was under less than ideal circumstances, since the SAns were not sufficiently involved in either the project definition nor the writing of the protocol. This violates the principle of participation, in favor of that of operational efficiency in a way that should not occur in the future.

The setting was one that characterizes many GPPN sub-network initiations. There was modest preliminary investigation to create a meeting to identify a group to lead local development, and there was a focus upon a subsequent event.

Group leader Steve Waddell and GRI Regional Director Teo Lessidrenska led the definition of the project. From their work with business-government-civil society collaborations and GRI, they had developed the notion that there is a tendency to too quickly hold an initial organizing meeting and to be event-focused rather than be thinking in terms of a development process. This influenced the project design.

In an action research project, attention is given to *how* the research is undertaken since this can have an important impact upon the developmental outcome—in this case, a successful initiation of the SAn network. Therefore, it was always envisioned that SAns would have the major data gathering role, with the view that it is critical to process the information locally rather than depending upon an outside expert.

The time constraints initially led to the idea that, again for reasons of operational efficiency, the research would be delegated to an individual professional. Again, it was recognized that this would be at the expense of the other three effectiveness principles of communications, participation and ethics. However, once on site in July it quickly became obvious to the Project Leader that these latter principles should be taken more seriously. It would be extremely valuable to create a research team made up of people from different organizations that could provide a leadership support role to Kapelus and AICC in developing the November meeting. The Reference Committee was simply too large and dispersed. Happily this proved possible within the target of the known ideal group size of 5-7 people, and the Research Committee immediately began proving valuable as it raised questions about the whole development strategy.

This report, although led by the GRI and the Group, has therefore been influenced (but still insufficiently so) by SAns both through their responses and through the Team. The Team has provided the data. A draft was sent to them, and their comments have been incorporated into this report.

### III. Summary of Key Findings

#### A. Opportunities

1. The survey respondents have a high degree of awareness of the King Committee Report II (79% of them), and virtually all of these have a favorable opinion of the report. This suggests that it and its networks present an extremely favorable platform for GRI in SA.
2. The GRI approach of triple bottom line is supported by half of the respondents, which suggests that GRI's approach builds upon an existing mental model.
3. "Environmental" issues are seen as less important than socio-economic ones.
4. Among environmental issues, issues of land and water seem particularly important
5. Among social issues, HIV/AIDS is the one that surfaces as being of particular importance.
6. Among economic issues, the issue of unemployment appears to be one of clear and widely shared importance.
7. The issue of equity and access to resources is one that cuts across the triple bottom lines and is of concern to all GRI sub-groups.
8. There appears to be a strong core group of well connected people available to the GRI leadership team.

#### B. Challenges

1. There are already strong existing organizations and networks in place devoted to similar issues.
2. South African organizations appear to be strongly linked within networks but poorly linked across networks.
3. GRI needs to be very clear on its role and its message in this environment.
4. Stakeholders have difficulty working together.
5. Companies do not like to share information because of strategic and other reasons.

6. Companies think of reporting as an obligation to report to outsiders, rather than as a useful data gathering process to understand themselves and improve performance.
7. There is concern about becoming prescriptive and regulated, rather than a dynamically driven initiative.

### C. Recommendations

When describing GRI in SA, particular attention should be given to:

#### Governance

*Who is running GRI and determining its direction in SA?*

*What is the role of labor?*

#### Role

*What specific roles does GRI envision for itself in South Africa?*

GRI and other initiatives:

*How is GRI related to other reporting initiatives?*

Monitoring and enforcement:

*How will GRI develop the enforcement issue?*

#### Partnering

As a primary priority, build a strategic relationship with the King Committee and the networks of people on the King Committee. In doing this it is important to explore the relationship between the King Committee and the IOD, which the network analysis shows as a very influential organization for connecting networks to each other.

As a secondary priority, consider options to build connections with Nedlac.

#### Networks

This study has identified five key networks and seven important organizations at pivotal connecting points.

1. GRI needs to learn as much as possible about those networks prior to the November meeting to assure representation by the most important organizations, including:
  - Business Council for Sustainability
  - Business South Africa
  - COSATU
  - Ethics South Africa
  - Institute of Directors
  - International Association of Impact Assessment
  - NEDLAC

2. GRI needs to develop a more explicit network strategy and goal prior to convening the November meeting. Some of the dimensions of such a strategy are defined in the conclusions to Section III.

It is essential to preliminarily define the role GRI will play in supporting already existing networks, improving them, and developing new ones. For example:

*Does GRI see itself as a weaver of networks?*

*How will GRI-SA position itself as part of an international network?*

There's no question that it does bring in this element.

3. GRI needs to categorically develop a strategy that crosses racial and class boundaries, specifically addressing the gap in network quality and connections surfaced in this study between whites and non-whites.
4. This study has profiled the personal networks of thirty individuals with strong connectivity. GRI needs to particularly encourage these individuals to participate in organizing activities and act in an advisory capacity to GRI.
5. As a follow on to the November meeting GRI needs to continue to map existing networks and thoroughly understand current practices, relationships, leadership dynamics, and network principles.
6. The divisions between the stakeholder groups should be addressed by integrating strategies to develop capacity for effective interactions into the GRI framework.

#### **D. Issues**

1. Emphasize the importance of the triple bottom line, but do not lead with the environment among the triple bottom line issues.
2. Continue to develop the HIV/AIDS focus
3. Further investigate the following as priority issues to address:
  - Mining tied to land issues
  - Unemployment
  - Inequity/access to resources and opportunities
4. Applying the guidelines to government should be further investigated, including the image that may be created that GRI is becoming a vehicle for government regulation. Strategically this might be approached through the local government initiative for reporting and/or through parastatals (since they have a unique private-public purpose and may be a good way to understand how to approach government).

## IV. Research Methodology

### A. The research approach

This project is the first of an anticipated two or three pilots designed to develop a research tool for GRI. Therefore, this was approached as a learning and novel project rather than one that is grounded in a highly disciplined history of similar projects. Lessons were documented along the way, and these shall be the focus of a separate report that refines a methodology for GRI to develop a national or geographic network.

This project does NOT aim to produce statistical valid conclusions. This would take a much greater number of interviews with a sample definition that would be hard to define quantitatively. Rather, this research aims to *suggest* some directions. Given that the sample targeted people who are seen as influential in issues that concern GRI, these suggestions are more important than the simple numbers otherwise indicate. The research aims to *suggest* the way issues are being thought about, and how this division might break down by organizational type. It also aims to *suggest* patterns of network relationships in SA.

This project was undertaken with severe time constraints due to events that GRI had already put in motion. Moreover, the World Summit for Sustainable Development occurred during the project period. These proved limiting factors in the quality of data gathered. There was not an opportunity to carefully select those interviewed and gather and analyze data to the quality desired. Rather, a more opportunistic approach was developed in response to the time constraints.

### B. Research method

The data collection process consisted mainly of interviews and some interviewer comments. The responses of each person interviewed were collected on a data sheet, and forwarded from SA to the US for entry and analysis using network analysis software. The research/report team and their roles consisted of:

Steve Waddell, PhD., MBA – Project leader, data analyst, report writer  
Verna Allee, MA – Data analyst, value networks analysis, report writer  
Fran Kelly – Copyeditor, graphics, report design  
Kathi Allee – Researcher, data analyst

The following individuals were originally brought together as a SAn Research Team to collect data, but they quickly became an important leadership group for supporting the development of the GRI strategy more broadly:

Sandi Baker, PhD?? – Associate??, Mike Murphy Associates  
Terence Beney, PhD – Research Executive, Feedback Performance Metrics  
Paul Kapelus, MA – (Title) African Institute for Corporate Citizenship, and lead organizer for GRI in South Africa

Mokheti Moshoeshe, MA?? – (Title) African Institute for Corporate Citizenship  
Mike Murphy, PhD – President??, Mike Murphy Associates, and project research leader in South Africa  
Andrew Smith, MBA – Associate Director – Global Risk Management, Price-Waterhouse-Coopers

### C. Survey Design

There were three stages in the development of the survey design:

1. The Project Leader and the Data Analyst developing a test survey instrument
2. The Testing the instrument with 11 interviews in SA
3. Refining the instrument in response to the testing

There were substantial changes made from the first questionnaire, and changes will be made again based upon the use of the survey. However, the basic design remained the same with four sections:

An initial section focused upon identifying questions about GRI and responding to them.

The second section asked questions about issues, with the goal of connecting GRI to local issues.

Section three asked questions about people's networks, to help define current networks and how they could be built upon by GRI.

Finally, Section four asked about the interviewees' interest in becoming connected with GRI. The responses from this section will be addressed in another document.

### D. Selection of Survey Participants

The original target was to complete 60 interviews. Because of difficulties in organizing interviews, only 57 were conducted in the available time. This was not considered a significant problem.

There were four key criteria in selecting who to interview:

- ◆ level of influence
- ◆ GRI's global structure
- ◆ networks
- ◆ race

#### 1. Level of perceived influence

In this case, influence was associated with ability to direct resources, to shape thinking, and to be involved in strategic decision making.

**Table 1**  
**Respondents by perceived influence**

RESPONDENT	# RESPONDENTS	PERCENTAGE
VERY INFLUENTIAL	34	60%
MODERATELY INFLUENTIAL	23	40%
<b>TOTAL</b>	<b>57</b>	<b>100%</b>

Table 1 describes the result, which shows a greater number of moderately influential people than desirable were interviewed. These people were selected mainly because they are good sources of information, even if they have low influence.

## 2. GRI's Global Structure

After five years of work, GRI has developed a carefully balanced structure based upon various stakeholder groups. It was desirable to reflect that division in the interviews.

Anticipating that the global GRI breakdowns might not be ideal in the SAn setting, a more detailed analysis was made of the type of the primary organizational affiliation of those interviewed (Table 2.a). For example, parastatals play an important role in SA and reflect mixed public-private purposes. To achieve GRI's goals they might have a distinctive role in GRI's development. However, in this case the sample size of these breakdowns is too small to provide much guidance.<sup>2</sup>

**Table 2.a**  
**Respondents by Organizational Type**

RESPONDENT'S ORGANIZATIONAL TYPE	# RESPONDENTS	%
1. Government/Government Agency	3	5
2. Academia/research	9	17
3. Labor	3	5
4. Religious	0	0
5. Professional Association	1	2
6. Business association (e.g., Chamber of Commerce)	13	23
7. Civil society (NGOs)	5	9
8. Multinational business	4	7
9. Other business (doing vast majority of work in SA or Southern Africa)	13	21
10. Parastatal	5	9
Unknown	1	2
<b>TOTAL</b>	<b>57</b>	<b>100</b>

<sup>2</sup> This suggests that in the future more attention should be paid to the sampling size and definition of organizational types.

The actual affiliation did not, in the end, match well with that of global GRI, as shown in Table 2.b. This occurred mainly because of time pressures that led to dependence upon those available for interviews, and some anxiety about sufficiently understanding business perspectives since business engagement is viewed as particularly critical and complicated.

**Table 2.b**  
GRI global ownership categories and contrast with respondents' organizations

	GRI CATEGORIES	# RESPONDENTS ORGANIZATIONS	%
40%	Business (types 6+8+9+10)	35	61
25%	Civil Society (types 4+7)	5	9
10%	Labor (type 3)	3	5
25%	Mediating Orgs (types 1+2+5)	13	23
	Unknown	1	2
		<b>57</b>	<b>100</b>

### 3. Network Connections

One goal of the research was to get a better handle on the networks connections within SA. The respondents identified 220 moderately or very important organizations in their networks—an average of nearly four per person—as described in Table 3.a. These network organizations are generally ones where the respondent is a member of a board, committee, or project.

**Table 3.a**  
Respondents' Network Affiliations by Organizational Type

NETWORKS ORGANIZATIONAL TYPE	# NETWORK AFFILIATIONS	%
1. Government/Gov Agency	14	6
2. Academia/research	30	14
3. Labor	6	3
4. Religious	6	3
5. Professional Association	15	7
6. Business association	41	18
7. Civil society	37	17
8. Multinational business	6	3
9. Other business	14	6
10. Parastatal	10	5
Not identified	41	18
<b>TOTAL</b>	<b>220</b>	<b>100</b>

Table 3.b and Figure 3 show that when aggregated, the network affiliations reflect much more closely the GRI Global structure. This means that business people tend to have networks outside of business, and in particular have a high degree of contact with civil society organizations.

**Table 3.b**  
GRI global ownership categories and contrast with network affiliations

	GRI CATEGORIES	# NETWORK AFFILIATIONS	%
40%	Business (types 6+8+9+10)	71	32
25%	Civil Society (types 4+7)	43	20
10%	Labor (type 3)	6	3
25%	Mediating Orgs (types 1+2+5)	59	28
	Not identified	41	17
		<b>220</b>	<b>100</b>

**Figure 3**



Business Civil Society Labor MOs Not identified

Figure 3 brings this data all together. The dark bars represent the breakdown by percent of the respondents' organizations. The light bar represents the breakdown by percent of their network affiliations. The circles represent the GRI international structures.

#### 4. Race

South Africa's social and power structures have, until very recently, been determined by issues of race. This factor continues to be influential as the country strives for integration. Network ties and social relationships continue to be highly influenced by apartheid era ties and shared experiences.

**Table 4**  
Respondents by Race

CATEGORIES	# RESPONDENTS	%	SA PERCENTAGE
White	37	65	10%//
Black	11	19	80%//
Indian	7	12	5%//
Colored	2	4	5%//
<b>TOTAL</b>	<b>57</b>	<b>100</b>	<b>100%</b>

As Table 4 illustrates, the interview sample did not reflect the racial complexion of SA at large. This is to be anticipated to a lower degree than in this sample, given that whites remain disproportionately in influential positions, particularly in business. However, there was insufficient connection with important black networks. This was largely driven by 1) the focus upon business, 2) the research team's own backgrounds and race, which makes most of them more distant from direct connection with those networks, and 3) the difficulty in arranging interviews with extremely busy people at short notice.

## V. Detailed Discussion of Significant Data Points

### SECTION 1. – Introduction to GRI

Interviewers were provided with a two-page GRI data-sheet (see Appendix B).

Interviews oriented towards those who would tend to be more knowledgeable about GRI, but it was anticipated that most people would have little knowledge about GRI since it had not been very active in SA.

#### Question I-a

*Would you like me to provide any further information about GRI?*

#### Question I-b

*Do you have any questions about GRI and its development in South Africa?*

About half of the respondents had significant questions. Beyond general GRI information, specific issues that emerged more than once were:

- ◆ Governance:
  - Who is running GRI and determining its direction in SA?
  - The role of labor was a question.
- ◆ GRI and other initiatives:
  - Is GRI connected to the WSSD?
  - Other standards?
- ◆ Monitoring and enforcement:
  - How is the GRI framework enforced?

People were also asked about contributions GRI might make to SA, challenges that they see facing GRI in SA, and their general thoughts about GRI. With over six dozen comments, the general view might be framed as skeptical and cautious, although those more familiar with GRI—mainly business people—tend to be more positive. However, there is some indication that business people tend to think of application in terms of a technical act, and the role of multi-stakeholder processes is less well understood.

**SECTION 2. – South Africa and GRI Issues**

**Question II-1**

*Knowing what you do now about the GRI, what particular contributions do you see that it might make to South Africa or what particular issues do you see that it should focus upon?*

In terms of contributions that GRI might make to SA in particular, the points mentioned by three or more people were:

- ◆ **Communications:**  
Currently people across society lack a common framework and mental model for discussing issues that GRI raises, and the framework will present a common language and improved engagement to address sustainability.
- ◆ **Government development:**  
The GRI framework can usefully be applied to government to support it to improve its own performance.
- ◆ **Reporting development:**  
Reporting is seen as important, but awareness about its utility and the capacity to do it are weak.

The Research Team added as contributions:

- ◆ Timing is excellent—GRI “issues” are very topical in SA.
- ◆ Many SA companies are “going global” and need benchmarks.
- ◆ An available governance platform exists in SA from which to launch the GRI project. This lessens the risk of failure.

In order to try to connect the general GRI triple bottom line framework to current activity and initiatives in SA, a series of questions were asked.

**Question II-2**

*Does your company currently do a social and/or environmental audit?*

**Table II-2**

Social	5
Environmental	2
Both	4
<b>Total YES</b>	<b>11</b>
 Neither/no response	 24

Table II-2 gives responses for the 35 people interviewed from companies. It suggests that although social and environmental audits are still far from the norm, social ones in particular have gained some credence.

**Question II-3**

*What is the current activity in SA with regards to social and environmental audits?*

In pilot testing of the survey, four local initiatives arose in people’s minds as the GRI was discussed. Since these might present a useful reference point, or perhaps suggest one that should be avoided, questions were posed about each of these.

**Question II-3-a through II-3-e**  
**Regarding each of the following 4 initiatives –**

*Have you heard of it?*

*If so, do you view it favorably or unfavorably?*

*How do you think it relates to the GRI initiative?*

**King Report II**

	<b>Business</b>	<b>CS</b>	<b>Labor</b>	<b>MOs</b>	<b>Unknown</b>	<b>Totals</b>
Yes	27	5	2	10	1	45
No	4	0	0	0	0	4
No response	4	0	1	3	0	8
<b>Totals</b>	<b>35</b>	<b>5</b>	<b>3</b>	<b>13</b>	<b>1</b>	<b>57</b>

**The King Committee** is a high-powered business group that works “to promote the highest standards of corporate governance in SA.”<sup>3</sup> In the spring of 2002, it produced King II report on Corporate Governance, updating a 1994 one. The report comments that one governance change is the move to triple bottom line accounting. In a section titled “Non-Financial Matters,” the King Report specifically mentions GRI in the following way:

- 12.0 Companies wanting to develop their stakeholder identification and engagement and non-financial accounting, control and disclosure processes can draw on a growing number of practical methodology and management tools. Some examples include:
  - 12.1. the work of the Institute for Social and Ethical Accountability in its *AA1000* framework;
  - 12.2. the **Global Reporting Initiative** in its GRI guidelines (bold added);
  - 12.3. *SA8000* from Social Accountability International; and
  - 12.4. the *ISO 14000* quality standards.<sup>4</sup>

The respondents have a high degree of awareness of the King II report (79%), and virtually all of these have a favorable opinion of the report. This suggests that it presents an extremely favorable platform for GRI in SA, and provides it with a cloak of legitimacy and support.

This citation also suggests the importance of GRI building locally relationship with other mentioned initiatives.

<sup>3</sup> 2001 (draft). The Institute for Directors, *The King Report on Corporate Governance for SA*. P. 8.

<sup>4</sup> Ibid. p. 110. (Substantially unchanged in final version)

**Johannesburg Stock Exchange triple bottom line index initiative**

	Business	CS	Labor	MOs	Unknown	Totals
Yes	17	3	1	5	0	26
No	13	2	1	4	1	21
No response	5	0	1	4	0	10
Totals	35	5	3	13	1	57

The **Johannesburg Securities Exchange** is undertaking an initiative to rate companies on their social and environmental as well as financial performance. Less than half of those aware of the King Report II know about this initiative, although all those who do also viewed it favorably, suggesting people need not fear associations with it and GRI, at least at this point.

**Nedlac**

	Business	CS	Labor	MOs	Unknown	Totals
Yes	26	3	3	9	1	42
No	5	2	0	1	0	8
No response	4	0	0	3	0	7
Totals	35	5	3	13	1	57

**Nedlac** is a government initiative with a longer history than the others, consequently it has had more time to make impressions, and it is more complex. It defines itself as “South Africa’s primary institution for social dialogue—dialogue between organized business, government, labour and community, on issues of social and economic policy.”<sup>5</sup> It is divided into four chambers by issue, and these provide forums for discussion about government policy direction. About the same number of those interviewed have heard of Nedlac as of the King Committee—an amazing statistic since the King Committee’s report was only issued last spring whereas Nedlac has been around for several years. Sixty-two percent view Nedlac favorably, 17 percent unfavorably and the rest have no opinion. This suggests that it is a controversial entity to be associated with, but given it is a forum on two of GRI’s bottom lines some thought should be given to building a strategy with it.

**Local Government Performance Indicators Initiative**

	Business	CS	Labor	MOs	Unknown	Totals
Yes	17	2	0	9	1	29
No	10	3	2	1	0	16
No response	8	0	1	3	0	12
Totals	35	5	3	13	1	57

**Local government** has its own set of indicators with regards to its performance objectives, as part of a national initiative. About half of the respondents know of the initiative, and the vast majority (79%) see it favorably. This suggests that should GRI wish to work with government to apply the framework to government operations, this might be a useful vehicle to work through.

<sup>5</sup> <http://www.nedlac.org.za>

**Question II-4**

*As GRI begins its work in South Africa what kinds of challenges do you think they will face in working in this environment?*

People identified numerous challenges to GRI. There was skepticism that all the stakeholders can indeed work together. Other points raised included:

- ◆ Companies do not like to share information because of strategic and other reasons.
- ◆ Companies think of reporting as an obligation to report to outsiders, rather than as a useful data-gathering process to understand themselves and improve performance.
- ◆ There is a danger of becoming prescriptive and regulated, rather than a dynamically driven initiative.

Since GRI is based on a triple bottom line framework, the research investigated what people think about this framework and each of the three bottom lines in terms of SAn issues.

**Question II-5-a-b**

*Do you think of one of these—environmental, social or economic issues—as being more important than the others? If so, which one is more important?*

**Table II-5-a-b**

	<b>Business</b>	<b>Civil Society</b>	<b>Labor</b>	<b>MOs</b>	<b>Totals</b>
Economic	8	1	0	1	10
Economic / Social	3	0	2	1	6
Social	2	2	1	3	8
Social / Environmental	1	0	0	0	1
Environmental	1	0	0	2	4
<b>All important</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>24</b>
No response	3	0	0	1	4
<b>Totals</b>	<b>35</b>	<b>5</b>	<b>3</b>	<b>13</b>	<b>57</b>

Note: Some respondents identified several issues, others none. Each issue identified by a respondent is noted.

Table II-a-b describes how the relative importance of the three bottom lines is seen by those interviewed. The most important outcome is that the largest group, just over half, sees the issues as integrated and of basically the same importance; this is reflected across the categories except for labour. This suggests that there is fertile ground for GRI to work with its integrated perspective, although there is some convincing still to be done. It is also notable that the environment surfaces as the weakest of single issues, which suggests that it should not be stressed. Economic and social are seen as about equal in importance.

**Question II-5-c-1**

*What environmental issues do you think of as particularly important?*

**Table II-5-c-1**

	Business	Civil Society	Labor	MOs	Totals
Air	2	0	1	1	4
Cultural preservation	0	0	0	1	1
Degradation	2	1	0	1	4
Eco tourism	2	0	0	0	2
Energy	2	0	0	0	1
Enviro justice	0	0	1	0	1
Land	3	0	0	4	6
Biodiversity	1	0	0	0	1
Greenhouse gases	1	0	1	0	2
Water	4	0	0	3	7
Financial implications	1	0	0	0	1
Hazardous materials	1	0	0	0	1
<b>Totals</b>	<b>19</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>31</b>

Note: Some respondents identified several issues, others none. Each issue identified by a respondent is noted.

In terms of specific environmental issues, “land” is the most important and—again with the exception of labor—the most unifying of issues. By “land” is meant basically two issues: soil erosion and the impact of mines. This suggests that this might be a good topic for GRI SA to develop. Water, although basically as important, appears to be more important for business and MOs—although this sample is, of course, far from statistically significant and further investigation is warranted.

**Question II-5-d-1**

*What social issues do you think of as particularly important?*

**Table II-5-d-1**

	Business	Civil Society	Labor	MOs	Totals
Financing	1	0	0	1	2
Global civil society net-working	0	0	0	2	1
Health	0	0	0	3	3
HIV/AIDS	5	0	0	2	7
Housing	0	0	1	0	1
Inequity / resource access	3	0	0	1	4
Population	1	0	0	0	1
Poverty	2	0	0	2	4
Education, skills	2	0	0	0	2
Transparency	1	0	0	1	2
Unemployment	4	0	1	1	6
Water, sanitation	0	1	0	0	1
OH&S	1				1
<b>Totals</b>	<b>20</b>	<b>1</b>	<b>2</b>	<b>13</b>	<b>35</b>

Note: Some respondents identified several issues, others none. Each issue identified by a respondent is noted.

Table II5-d-1 represents the same information for social issues. In this case the main issue that surfaces is HIV/AIDS, and although this survey does not suggest that it is of universal

importance, logic would suggest that it is. This supports the GRI launch of its HIV/AIDS project. It is worthwhile noting that references to land arose in this case in relationship to equity and access to resources to develop livelihoods.

**Question II-5-e-1**

*What economic issues do you think of as particularly important?*

**Table II-5-e-1**

	Business	CS	Labor	MOs	Totals
Corruption, ethics	2	0	0	0	2
Globalization	0	0	0	1	1
Governance	1	0	0	0	1
Growth	4	0	0	0	4
Equality	0	1	0	2	3
Inflation	2	0	0	0	2
Interest rates	2	0	0	0	2
Investment	1	0	1	0	2
Productivity	0	0	1	0	1
Unemployment	5	0	1	4	10
Crime	1	0	0	0	1
Diversification / local development	3	0	0	0	3
Tax base	1	0	0	0	1
Over-regulation	2	0	0	0	2
<b>Totals</b>	<b>24</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>35</b>

Note: Some respondents identified several issues, others none. Each issue identified by a respondent is noted.

In terms of economic issues, unemployment stands out as the one of major concern by all, although civil society does not register it within this small sample size. This suggests that is also a powerful issue for GRI to focus upon.

**Table II-5-c-e**

Mentions	Unemployment	Enviro Justice / Equity
Environment	0	1
Social	6	4
Economic	10	3
<b>Total</b>	<b>16</b>	<b>8</b>

Business	9	3
Civil Society	0	1
Labor	2	1
MOs	4	2

Table II-5-c-e pulls together data from each of the bottom line tables with respect to two issues that are mentioned on more than one of the triple bottom lines. This suggests potentially particularly powerful concepts since they may be framed as cross-cutting. The issues themselves are probably unsurprising, but should not be forgotten.

**Question II-5-2**

*Thinking of people who speak out on environmental/social/economic issues, is there anyone in particular in South Africa who you respect?*

Responses to this question are in Appendix C.

**Section II – Conclusions**

There appears to be a good base for GRI's triple bottom line approach in South Africa. Certainly there is reason to believe that the approach is gaining ground. However, the "environment" as a distinct issue does not emerge as important as the socio-economic ones. The King Committee gives GRI a strong platform of legitimacy for the triple bottom line approach and multi-stakeholder processes. Government support for multi-stakeholder processes and its socio-economic concerns are represented in Nedlac, which also may provide important network resources for GRI.

GRI has chosen well to pursue its HIV/AIDS project. Other specific issues that GRI might develop further include land/mining/resource access, equity, and unemployment. There is some interest in applying GRI to local government. Some opposition noted seems to be based in thinking that rather than applying the GRI framework to government activities, the intention may become mixing the role of government's regulatory tradition with GRI's nonregulatory approach.

## SECTION 3. – Network Analysis

### A. Introduction

#### *Why are we doing this?*

It is the goal of GRI to utilize existing networks and organizations that are oriented toward the values and goals of the GRI initiative. A key part of GRI strategy, therefore is to define the way GRI can best support a successful GRI network in South Africa. It is useful to understand more about the way South African society is connected, particularly the cross-organizational connections between business organizations, academia, labor organizations, civil society, professional associations and government agencies. The questions in this section are designed to gain a series of “snapshots” of how the survey respondents are connected and the nature of those relationships.

#### Two key types of exchanges

Every purposeful organization or network engages in two types of exchanges between participants: *tangible* and *intangible*. It is the assumption of the researchers that healthy networks enjoy high connectivity in both dimensions.

Tangible exchanges include all the activities that are *contractual* or expected to support the delivery of a product or service. Tangible activities are those that directly support generating revenue or fulfilling the business purpose of the organization.

Intangible exchanges are all those exchanges of knowledge and benefits that make things work smoothly and help build relationships. Intangibles are non-contractual but are activities that support the success of the organization. This means something like “expertise” may be sold as part of a service as a tangible service. In another case the expertise may be donated or exchanged for another intangible. In this study tangibles are those things that could be exchanged for direct monetary value such as office space or fulfilling an administrative function.

Tangibles exchanges involve goods and materials, services, revenue and other financial and administrative activities, including contracts and invoices, return receipt of orders, request for proposals, confirmations, payment or financial return and providing resources of material value.

### Intangible deliverables include knowledge and benefits

*Intangible knowledge exchanges* include strategic information, planning knowledge, process knowledge, technical know-how, collaborative design, policy development conversations, etc., which flow around and support the core business activities, but are not contractual.

*Intangible benefits* are advantages or favors that can be offered from one person to another. Examples might be offering to provide political support to someone. Or a research organization might ask someone to volunteer their time and expertise to a project in exchange for an intangible benefit of prestige by affiliation. These are intangible “products” or “deliverables” that can be exchanged, as indeed people can and do “trade favors” to build relationships.

### Mapping the exchanges

Mapping the two types of exchanges together reveals patterns of interaction that can be very important in network development. Historically most network analysis has focused only on social relationships. While that is useful in many ways, it is not very helpful in understanding how a particular path of effective action might develop or how the network engages in purposeful activity. For that, it is important to also understand the business-oriented activities that take place. However, most business activities usually are mapped using process flow charts. Process diagrams are linear and mechanistic. Therefore, they do not easily lend themselves to understanding business activities in a complex web of interdependent processes and relationships.

The *ValueNet Works*<sup>TM</sup> analysis method used for this study was developed after years of applied practice in organizations and incorporates the latest thinking from knowledge management, intellectual capital, and intangibles management as well as theories of organizations as living networks.<sup>6</sup> In this integrated approach the dynamic exchange of both tangible and intangible value can be mapped across an organization, across multiple organizations, business web and networks. It is especially useful for understanding intersectoral networks engaged in a purposeful activity, such as the GRI.

### Conducting the analysis

The analysis process involves:

1. Mapping the individual networks of respondents
2. Evaluating the quality of those networks in terms of balance, diversity and size
3. Conducting a comparative analysis across the population of respondents, looking for significant patterns, and anomalies
4. Identifying participants, sub-networks, and organizations that could play a critical role in developing or implementing GRI strategy

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<sup>6</sup> Verna Allee, *The Future of Knowledge: Increasing Prosperity through Value Networks*, Butterworth-Heinemann, 2002.

For the analysis the following definitions are in use:

**Participant** – Real people or groups of people that generate transactions, send messages, engage in interactions, conduct processes, create value, and make decisions. They can be individuals, groups or subgroups, organizations, collectives or aggregates, communities, or nation-states.

**Transaction** – An activity generated by a person that involves conveying a tangible or intangible product, service or benefit to another person.

**Exchange** – Two or more transactions between different people or groups of people, with a quality of reciprocity, such as an exchange of money for service.

The inquiry for the network analysis focuses on understanding the importance of each organizational connection from the respondent's perspective. Mapping the exchanges across the network supports a deeper Exchange Analysis, which is the primary method used in this study. The Exchange Analysis focuses on the overall pattern of exchanges, looking for how interconnected the participants are and the quality of the transactions they engage in.

### Gathering the data

In order to map and analyze the exchanges, responses were gathered without coaching respondents on the differences or importance of tangibles and intangibles.

For each organization mentioned respondents were asked to identify

- ◆ Its importance to them personally
- ◆ What they contribute to the organization
- ◆ What resources or benefits they receive

Two basic questions were formulated for the data gathering, with a guide for interviewers to elicit the data:

#### III-a)

*We are interested in knowing what groups you are part of that may or may not be related to your work but that might involve people from outside organizations as members or supporters. This can include academia/research organizations, labor unions, business organizations, religious groups and professional associations (such as for engineers, chartered accountants, etc.*

#### III-b)

*We would like to understand the nature of your relationship with these organizations. Could you tell us a bit about what you contribute to that organization and what resources or benefits you receive from them? We are also interested in who is your key personal contact there.*

Interviewers were instructed to use a table to gather the following information for each organization:

*Organization* is the name of the organization they interact with.

*Type of the organization*

*Rank* refers to relative importance among all the organizational relationships, and we're interested in ones that are:

V = Very Important, M = Moderately Important

*Contribution made* refers to what the respondent contributes. This may be:

- ◆ some type of resource such as money, time or materials
- ◆ knowledge or information of some kind
- ◆ benefits such as political support, prestige

*Resource or Benefit you receive* refers to the motivation for the respondent to have that organizational relationship. These are the same types of things that are contributions

- ◆ some type of resource such as money, time or materials
- ◆ knowledge or information of some kind
- ◆ benefits such as political support, prestige

## **B. Responses for section 3**

Of the 57 survey respondents 49 provided names of organizations they are connected with. However, 24 of the 57 respondents did not provide sufficient data for the network analysis. A deep analysis was conducted from data in the remaining 33 surveys. Although the responses did not produce the amount of data originally anticipated, the data available still provides valuable information.

The conclusions from this section are based only on the data provided from the survey and have not been validated either through observation or consultation with the respondents. It is entirely possible that a network ranked low in scoring because critical data was missing from the survey response.

Where it was possible to do a deeper analysis the network profile can be in the Individual Value Network Data Sheets, within the Master Data Set. Each Data Sheet shows:

- ◆ the network diagram
- ◆ the All Transactions table
- ◆ the complete Participants list for that particular value network.

The diagrams and All Transactions tables were generated using the *ValueNet Works*™ Application in the Verna Allee Toolkit (<http://www.alleetoolkit.com>.)

### Organizations Identified

In total 220 organizations were mentioned by the respondents, including their own organization. Of those 220 the largest category (18%) were type 6, Business-Oriented Moderating Organizations, followed closely by type 7 (17%). The Media category, type 11, was deemed not significant and the one response from that category was assessed as type 6.

### Duplications

Across the list of 220 organizations there is surprisingly little duplication. Those that were mentioned more than once include:

Anglo Gold (2)	KPMG (4) (including one mention of KPMG Sustainability Network)
Black Managers Forum (2)	NEDLAC (4)
Business Council for Sustainability (2)	Resource Development Consultants (2)
Business South Africa (4)	Stellenbosch Business School (3)
Chamber of Mines (2)	Transparency SA (2)
COSATU (3)	University of Cape Town (2)
Desmond Tutu Education Trust (2)	University of Natal (2)
Eskom (6) (including all Eskom Business Units)	University of Praetoria, School for Business and Professional Ethics (2)
Global Policy Network (2)	University of Witswatersrand (2) + one mention of U of W Environmental Studies and two mentions of Wits (Business School and P and DM)
Institute of Directors (3)	
International Association of Impact Assessment (3)	
IUCN environmental legal network (2)	
King Committee (2)	

## Range and Scope of Organizations

Omitting the obvious duplications in the list still leaves over 195 organizations, showing the wide range and scope of the relationships of this particular group of individuals.

## All Organizations Mentioned by Respondents:

Agriculture ARC	Environmental groups
AHI	Environmental law association
AMSI	Erich Heyman - Anglo Plat
ANC	Eskom (3)
ANC National executive Council	Eskom Convention Center
ANC working committee on WSSD	Eskom Enterprises
Anglican Church	Eskom-Hendrina Power
Anglican Women's Fellowship	Ethics and Compliance Custodian Organisation (ECCO); associated with Ethics Officers Association (EOA)
Anglo Gold (2)	Ethics South Africa
AngloGold Education Trust Fund	Expediba Management Solution
Arivia.com	Farmer unions
Association of ... Attorneys	Federation of hospitality
Association of Chartered Certified Accountants	Fedusa - Federation of Trade Unions SA
Association of Labour Lawyers	Feedback Performance Measurement
Banking Council	Financial Services Board
BCSD	Forest Stewardship Council
BEN Africa (Business Ethics Network)	Forestry South Africa
Black Managers Forum (2)	Form water equity/ Inala
Board of Accreditation System for Labs, Environment and Quality Standards	Foundation for Tolerance Education
Board of Executors	Free State Dept of Local Govt Housing
Bromfontein Spread Trust	Futuregrowth
Business Council for Sustainability (2)	Gauteng waste awareness
Business South Africa (4)	Global Environment Fund (Holding company)
Business, Labour and Government	Global Forest Products
Cape Malay Community Forum	Global Policy Network (2)
Cape Town graduate school of business	Gordon International School of Business
CCM	GTZ
Central Baptist Church	Health Professionals Council of South Africa
Centre for Civil Society, Adam Habib	Holy Trinity Church
Centre for Rural and Legal Studies	Homes for All
Chamber of Mines	Human Rights Commission
Chamber of Mines Sustainable Policy committee	Human Sciences Research Council
Chemical Allied Industries Association	Institute of Directors (3)
Christ Church Overport KZN	Institute of Env. Scientists & ecologists
Church (2)	Institute of Marketing Management
Common Ground	Institute of Social and Ethical Accounting, UK
Community Services	International association for public participation
Constantia Land Claims	International Association of Impact Assessment (3)
Corporate Governance Forum	International Foundation of Accountants (Regional body)
COSATU (3)	Investment Analysts Society
CSIR (2)	Investment banking
CSR - internet forum	Investment Club - ethical investment and making money
DANCED	IUCN environmental legal network (2)
Deloitte & Touche	JSE Securities Exchange
Desmond Tutu Education Trust (2)	Kendal Power Station
DFID	King Committee (2)
DOPSTOP	KPMG (3)
Durban Chamber of Commerce and Industry	KPMG, International Sustainability Network
Ecobe - sustainability consultancy	
Endangered Wildlife Trust	
Environmental Business Forum	

Lake Haven Fairs Pre-School	South African Custodial Management (Prison)
Law Society	South African Institute of Architects
Legae Securities	South African Institute of Chartered Accountants
Lemani Consulting Services	South African Institute of Ecologists and Natural Scientists
MBA Network	South African Institute of Forestry
Medscheme	South African Medical Association
Mine Closure Fund	South Durban Environmental Steering Committee
Mining sector	Southern Sun
Ministerial Occupational Health and Safety	Standard Bank
Ministerial Water Advisor	Steffen Robertson and Kirsten
Mondi (49% share)	Stellenbosch Business School (2)
Muay Thai	Stellenbosch University Centre for Applied Ethics,
my children's schools	Sunshine Neighborhood Club
my church	Sustainability Institute
my savings club	TAC
Naledi	Taxi Association
National African Chamber of Commerce (NAFCOC)	TEBA
National Development Agency	Thembalitsha
National organisations such as those dealing with AIDS, local cooperatives	Trade Union Resource Project
National Union of Mineworkers	Transparency SA (2)
NEDLAC (4)	Tricia Creche School
Nexus	UNISA
Noni Catering	Universities
Old Mutual	Universities e.g. Wits
Pioneers for Change	University of Cape Town (2)
Plant protection research institute	University of Cape Town
Professional Civil Engineer assoc	University of Natal, Center for Civil Society
Pulp and paper workers Union	University of Natal, Pietermaritzburg, Unilever Ethics Centre
PWC	University of Praetoria, School for Business and Professional Ethics (2)
Rafelin Cleaning	University of Pretoria, Architecture Dept.
Rand Afrikaans University	University of the Forthare
Regulatory Committee for SA weather services (MET services)	University of the North
Reserve Bank	University of the Western Cape
Resource Development Consultants (2)	University of Witswatersrand (2)
SABCHOA	University of Witswatersrand - environmental studies
Sabie River Co-ordinating Committee (Business, govt. & NGO's)	Uthingo (lottery company)
SACOB	Venda University
SACP central executive council	W.W.F.
School of Public Management:	Waste minimisation clubs - Durban, Cape Town, Johannesburg
Schools	Wildlife and environment society of SA
SEIFSA	Wits Business School
Sigma - sustainability standard	Wits P and DM
Sociology of Work project	World Business Council on Sustainable Development
South African Business Council	WSSD
South African Chamber of Commerce	
South African Council for Natural Scientific Professions	

### C. Assessment of individual value networks

For GRI-SA, it is critical to identify people with influence and connections who can help GRI achieve its goals. It is also important to understand the nature of those connections so that GRI can utilize existing processes and activities and understand exactly where it might need to encourage or create new ones.

Although the data gathered falls short of what would be desired, it was sufficient to identify about thirty individuals who could be very useful to GRI network development. The analysis

also provides insight in how to engage these specific individuals, as some will be shown to be more oriented to tangibles and others to intangibles. These insights point to motivational factors for these individuals; some may be drawn to networks, social connections and prestige, while others may be more interested in knowledge sharing and gaining personal expertise. Further, the analysis provides a method for assessing others through the development process for the GRI network.

Individual Networks are assessed along three dimensions and scored according to the following guidelines. Assessing these dimensions defines the relative strengths and shortcomings of individual networks and also reveals leverage points for helping people improve the quality of their network:

### **Dimension 1 – Network Balance**

Is there a good mix of tangible and intangible exchanges across the network? When both tangible and intangible exchanges are happening it indicates there are long-term, trusting relationships that bring both business benefit and personal reward. Only intangible exchanges suggest a looser connection based only on social ties. Tangible exchanges alone suggest relationships are based solely on business transactions with little knowledge sharing or learning taking place between the participants. One element of balance is reciprocity. Especially in networks, where exchanges of knowledge are critical, people need to feel they are receiving a fair exchange for their contributions.

3 = multiple tangible and intangible connections, high reciprocity

2 = moderate number of connections but mostly of one type or occasional missing links

1 = Few connections, little reciprocity, connections either all tangible or all intangible

### **Dimension 2 – Network Diversity**

Is there variety in the types of organizations represented in this network? Healthy networks have a strong element of diversity. A closed network is ingrown, with participants primarily have ties with organizations and people like themselves. Open networks include a healthy variety of organizational types, which increases opportunities for innovation and learning. Too much diversity makes it difficult for the network to take effective action.

3 = good mix of organizational types and interests

2 = core of one interest with one or two other

1 = made up of very similar organizations by type and interest

### **Dimension 3 – Network Size**

How many organizations were mentioned as part of the respondent's network? Are there enough participants to take effective action? People with connections to only two or three organizations do not have as many pathways for resources and support as those who have a number of strong, active participants in their network. In some cases those ranked 1 in size were not analyzed further. Some of these are personal networks of Churches and local children's schools, which is not of particular interest to GRI. In other cases organizations were mentioned but the exact nature of the exchanges was not defined.

3 = five or more organizations mentioned

2 = three to four organizations mentioned

1 = two or fewer organizations mentioned

### Additional Data Points

Two additional points were gathered for comparison of networks:

- ♦ race of the respondent
- ♦ respondent's perceived level of influence as observed the interviewer

The sample population used in this survey was not rigorously defined, given the short time frame available for research. As a result, the respondent population is not fully representative of either the GRI desired demographic distribution or the actual population demographics of South Africa. Further, there are simply too many variables in the respondent profiles, the quality of the interview process, and the quality of the data for these two additional factors to be very useful as part of the formal analysis. However, they were included to help determine fruitful areas for further research. These two additional data points, therefore, will be shown in some of the tables and findings but any conclusions regarding them are highly speculative.

### Quality of Individual Networks

Individual value networks were ranked based on the scoring for Balance, Diversity and Size. The three factors together made a potential score of nine points. The distribution of each level of quality in the respondents:

Quality Level	9	8	7	6	5	4	3	2	1	N/A
# Networks	0	3	10	6	11	0	3	0	16	8

It is interesting to note that twelve of the nineteen individuals scoring 3 or less nonetheless are perceived by their interviewers as being very influential. Yet, the data would suggest that if they are influential it is not through their network activity. (Since this appears contrary to intuition and experience, we must consider that poor data quality may be the source of this discrepancy.)

Individuals who ranked 5 points or higher appear to be solid networkers who deliberately cultivate network relationships. It may be possible for GRI to engage these individuals directly in the challenge of building better intersectoral relationship to carry out effective joint actions. There are thirty of these who should be considered for developmental or advisory roles with GRI.

### Scoring by Race

Blacks, Indians and Colored respondents generally scored lower than did the white respondents:

	Avg
White	5
Indian	3
Black	2
Colored	1

This presents several possibilities.

- ◆ They scored lower because the data was incomplete.
- ◆ In this particular sampling those respondents are not as organizationally connected as the white population.
- ◆ Their position of influence is generally lower than that of whites. This is the least like possibility because 5 of the 6 Indian respondents are perceived to be very influential and one half of both the Black and Colored respondents are perceived to be very influential. In contrast eighteen of the twenty nine White respondents are perceived to be very influential (62%)

As noted, the interviews were not conducted with a scientific sampling so there could be any number of explanations for the gap in scores, including an imbalance in the respondent profiles. However, there undeniably is a significant race difference in the data. This suggests there could be a high leverage point for improving the overall connectivity of the GRI network by improving organizational connectivity in the non-white population.

### Examples of top ranked value networks

Understanding what a high-quality value-networked person looks like is useful for GRI-SA to identify people who are important to engage. The interview protocol gives the outline of the type of questions that can be asked to assess individual networks, and the diagrams below give a more visual interpretation of that data. The following three Exhibits show the network details of the three top ranked respondents in terms of the quality of their networks.

#### Example 1

This respondent received top scores for both the breadth and influence of his network and its diversity. The diversity of his connections is excellent and includes government agencies, civil society organizations, labor and business.

Although the respondent’s time and participation in organizations is treated as an intangible contribution, it could be argued that participation at given high levels is actually a tangible contribution. If the respondent is acting in a professional and administrative capacity for these organizations then contributions of participation and expertise need to be deemed tan-

gibles. If that were determined to be accurate then he would score 3 instead of 2 for network balance, thus earning a “perfect” score of 9 for his network, instead of 8.

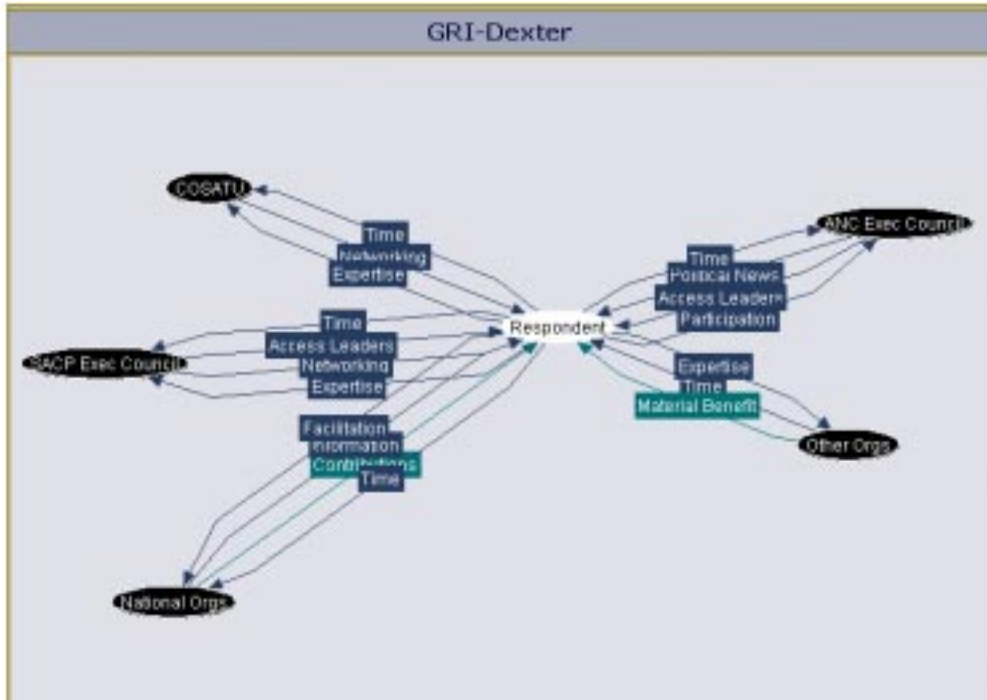
**Example 2**

This respondent also scored high for the diversity and size of network. The individual participates in business, civil society, and academic organizations or networks. Activities go beyond networking and information sharing to active research and leadership activities, although these do not appear to be compensated nor as high value and the previous example above. If these are high-level activities then more of her contributions could also be considered tangible and earn the higher score.

**Example 3**

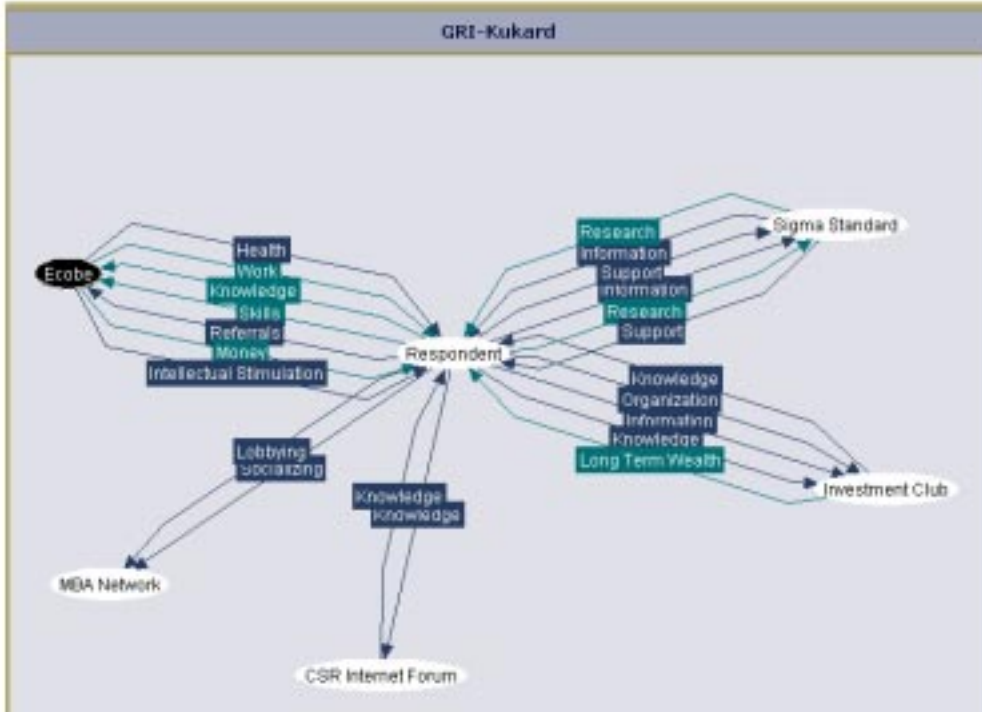
This respondent has extensive connections with civil society organizations focused on forestry and the environment. The individual also brings research opportunities, funding and restoration services to organizations such as universities. This network shows a nice balance of tangible and intangible activity across a diverse group of organizations. The available data shows a pattern where the individual makes several one way contributions where one might expect to see a higher degree of reciprocity.

Exhibit 2

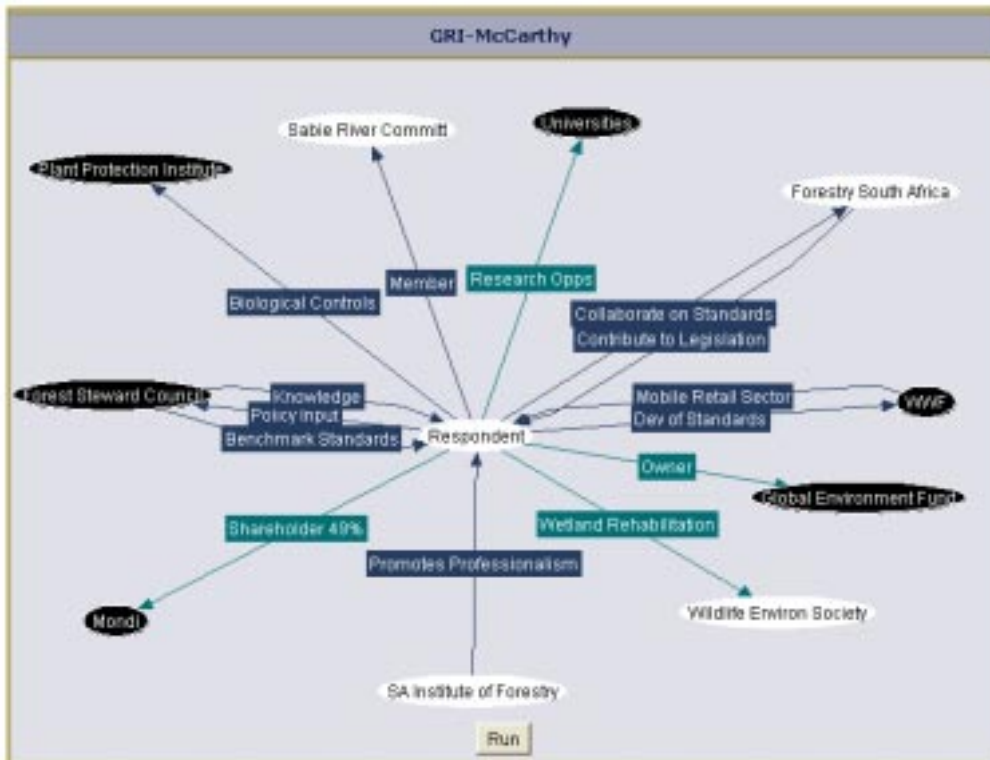


GRI-Dexter			
ALL Transactions			
Type	Deliverable Of	From Participant	To Participant
TANGIBLE	Material Benefit	Other Orgs	Respondent
TANGIBLE	Contributions	National Orgs	Respondent
INTANGIBLE	Access Leaders	ANC Exec Council	Respondent
INTANGIBLE	Political News	ANC Exec Council	Respondent
INTANGIBLE	Time	Respondent	ANC Exec Council
INTANGIBLE	Participation	Respondent	ANC Exec Council
INTANGIBLE	Access Leaders	SACP Exec Council	Respondent
INTANGIBLE	Networking	SACP Exec Council	Respondent
INTANGIBLE	Time	Respondent	SACP Exec Council
INTANGIBLE	Expertise	Respondent	SACP Exec Council
INTANGIBLE	Expertise	Respondent	COSATU
INTANGIBLE	Networking	COSATU	Respondent
INTANGIBLE	Information	National Orgs	Respondent
INTANGIBLE	Time	Respondent	National Orgs
INTANGIBLE	Facilitation	Respondent	National Orgs
INTANGIBLE	Time	Other Orgs	Respondent
INTANGIBLE	Expertise	Respondent	Other Orgs

Exhibit 3



GRI-Kukard			
ALL Transactions			
Type	Deliverable Of	From Participant	To Participant
TANGIBLE	Long Term Wealth	Investment Club	Respondent
TANGIBLE	Money	Ecobe	Respondent
TANGIBLE	Work	Ecobe	Respondent
TANGIBLE	Skills	Respondent	Ecobe
TANGIBLE	Knowledge	Respondent	Ecobe
INTANGIBLE	Referrals	Respondent	Ecobe
INTANGIBLE	Health	Ecobe	Respondent
INTANGIBLE	Intellectual Stimulation	Ecobe	Respondent
INTANGIBLE	Knowledge	Respondent	Investment Club
INTANGIBLE	Information	Respondent	Investment Club
INTANGIBLE	Knowledge	Investment Club	Respondent
INTANGIBLE	Knowledge	Respondent	CSR Internet Forum
INTANGIBLE	Knowledge	CSR Internet Forum	Respondent
INTANGIBLE	Socializing	Respondent	MBA Network
INTANGIBLE	Lobbying	Respondent	MBA Network
INTANGIBLE	Information	Respondent	Sigma Standard
INTANGIBLE	Support	Respondent	Sigma Standard
INTANGIBLE	Information	Sigma Standard	Respondent
INTANGIBLE	Support	Sigma Standard	Respondent
INTANGIBLE	Organization	Respondent	Investment Club
TANGIBLE	Research	Respondent	Sigma Standard
TANGIBLE	Research	Sigma Standard	Respondent



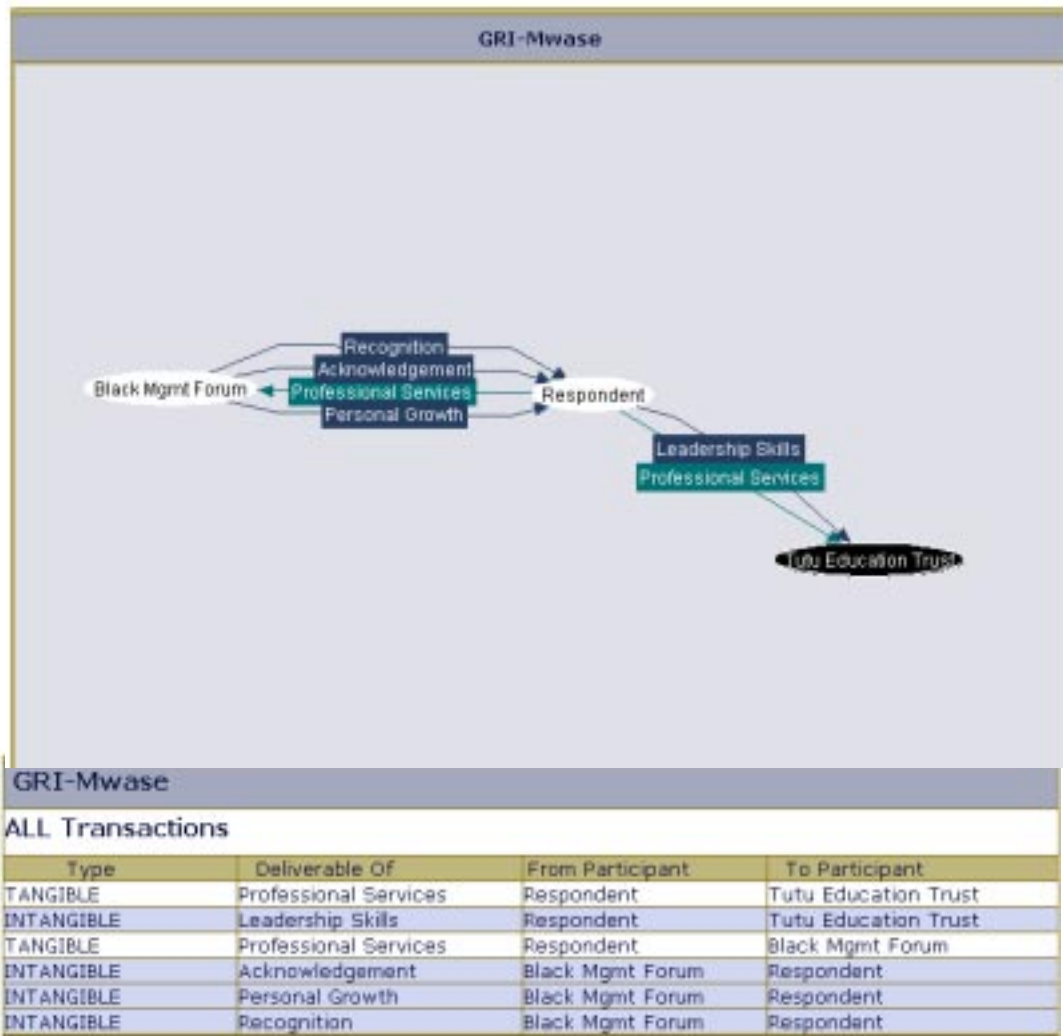
GRI-McCarthy

ALL Transactions

Type	Deliverable Of	From Participant	To Participant
INTANGIBLE	Policy Input	Respondent	Forest Steward Council
INTANGIBLE	Knowledge	Forest Steward Council	Respondent
INTANGIBLE	Benchmark Standards	Forest Steward Council	Respondent
INTANGIBLE	Dev of Standards	Respondent	WWF
INTANGIBLE	Mobile Retail Sector	WWF	Respondent
INTANGIBLE	Promotes Professionalism	SA Institute of Forestry	Respondent
INTANGIBLE	Collaborate on Standards	Respondent	Forestry South Africa
INTANGIBLE	Contribute to Legislation	Forestry South Africa	Respondent
INTANGIBLE	Member	Respondent	Sable River Committ
INTANGIBLE	Biological Controls	Respondent	Plant Protection Institut
TANGIBLE	Owner	Respondent	Global Environment Fund
TANGIBLE	Shareholder 49%	Respondent	Mondi
TANGIBLE	Research Opps	Respondent	Universities
TANGIBLE	Wetland Rehabilitation	Respondent	Wildlife Environ Society

In contrast to the three robust networks just described one can see the promise in many networks that scored more in the average range. For example, the network in Exhibit 4 is showing good development in terms of diversity and balance. The respondent is from a type 6 organization, a business-oriented mediating organization, but has strong relationships with a civil society organization and a professional association. The nature of the exchanges include a mix of intangible rewards including growth and recognition. In addition, this respondent demonstrates the reciprocity and strength of those relationships by providing the tangible contribution of professional expertise. The individual is definitely on the right track. Expanding the size of his network would quickly move this individual to above average in the ranking.

Exhibit 4



### Most Common Activities

Sharing of knowledge, information and expertise are by far the strongest activities in these networks. Knowledge or information sharing is mentioned about seventy times as a primary contribution or benefit when engaging with another organization.

Contributions of expertise also weighed heavily as a primary contribution. Some form of expert contribution, including directorships and other leadership roles are mentioned about seventy-five times. Some of the exchanges of expertise result in material gain as employees or in the form of consulting services. Still, there are many contributions of expertise that appear to be pro bono to support different organizations.

Networking came in a strong third, having been mentioned over forty times as a benefit enjoyed by respondents engaged with other organizations. Money, economic or material gain was mentioned about thirty times and usually showed up one or two times in the majority of networks, most often designating an employee relationship.

These activities indicate that accessing information, sharing knowledge and providing expertise are absolutely critical to good network relationships. Should GRI choose to play an integrative role in these networks, improving the quality of knowledge sharing should be considered as part of the strategy.

### D. The larger network patterns

There are two important patterns to explore across these multiple networks. The first is to explore which types of organizations typically interact the most. In other words, do certain types of organizations tend to have more diverse connections than others? By understanding natural network clusters GRI can develop strategies to improve collaboration within clusters as well as strategies to increase interactions between types of organizations that are typically not engaged with each other. Exhibit 5 lays out the distribution across organizations showing which organizations talk with whom. Exhibit 6 is a chart that visually depicts the same data.

Network Affiliations Mentioned (type)	Gov	Academia	Labor	Prof	MO	CS	Multinational	Other Business	Parastatal	# Mentioned
1-Government	2		1	1	4	3		3		14
2-Academia/Res	1	16	1		3	3	2	4		30
3-Labor		1	4			1				6
4-Religious	2	2		1	1					6
5-Professional	1	2				2	2	8		15
6-MO	1			1	26		8	5		41
7-Other CS		2			14	9	6	5	1	37
8-Multinational						1	5			6
9-Other business		2			2			10		14
10-Parastatal	2						8			10
11-Not Identified		1	1		23	1	2	5	8	41

Exhibit 5. Distribution of organizations by type of organization with whom they interact.

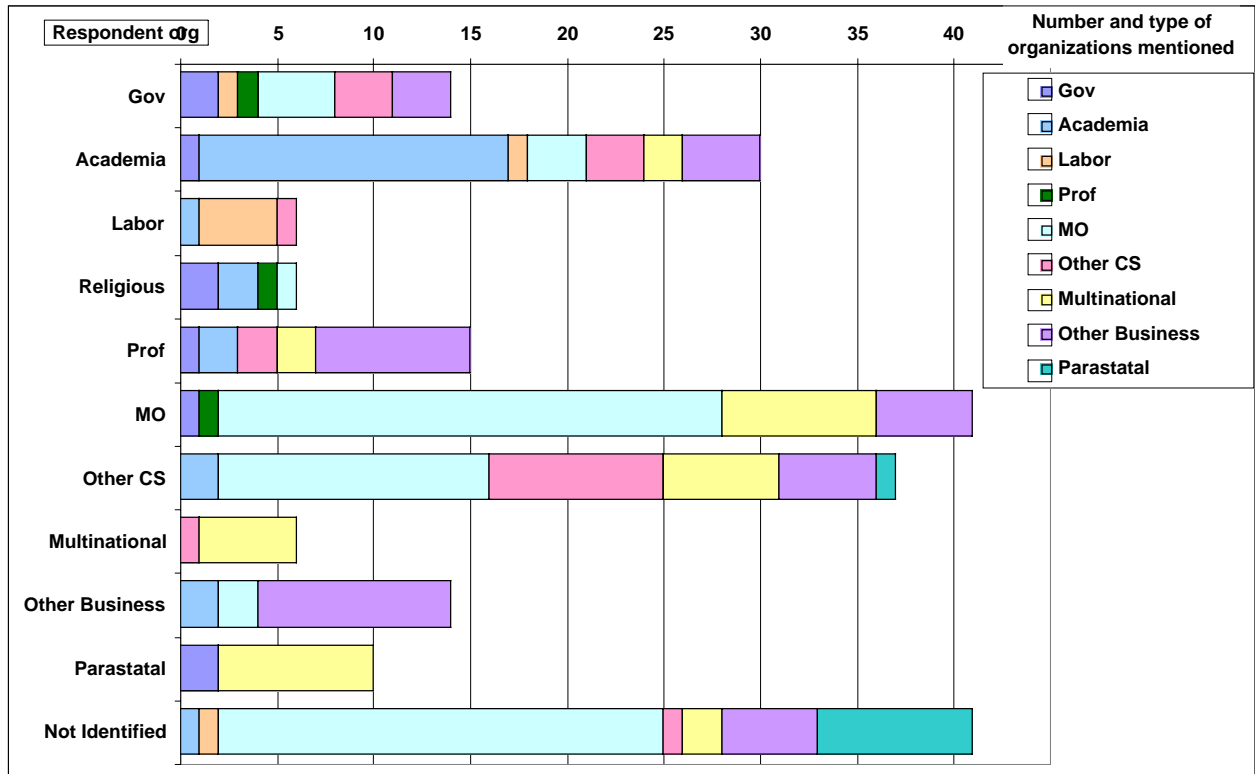


Exhibit 6. Organizational type correlations of who interacts with whom.

The data suggests several important factors that GRI-SA needs to consider in formulating a network strategy:

- ◆ Business is skillful at creating its own intersectoral connections, whereas others need to better develop their capacity to do this, which means they will need more GRI-SA help.
- ◆ Academic organizations tend to interact mostly with other academic organizations. They have almost no interaction with government and very little with business. However, as the next exhibits will show, academic institutions can play a very valuable role in connecting people and organizations.
- ◆ Civil Society organizations and Business MOs also tend to flock with their own kind. Long time divisions between business, society and government are beginning to be serious barriers to effective inter-sectoral activities such as the GRI. It will be especially important for GRI-SA to identify issues areas and purposeful activities that have already spanned these divisions and leverage them for GRI goals.
- ◆ The most diversely connected organizations are multinational business organizations and other business, which have a fairly even distribution across organizational types. GRI should engage its key individuals from these organizations in understanding what kinds of purposeful activities are most likely to engage multiple organizations and try to design such activities into GRI strategy.
- ◆ The last bar depicting Parastatal relationships shows them interacting mostly with organizations for whom we had no organizational type noted in the data.

**E. Sub-networks**

Using the list of organizations that are mentioned more than once makes it possible to begin piecing together the overall network pattern of the respondent population. This exercise reveals five important sub-networks. For purposes of the discussion we will refer to them as the Environmental Network, Labour Network, Sustainable Business Network, Ethics Network and the New South African (SA) Leaders network. Exhibit 7 shows all five networks in one diagram.

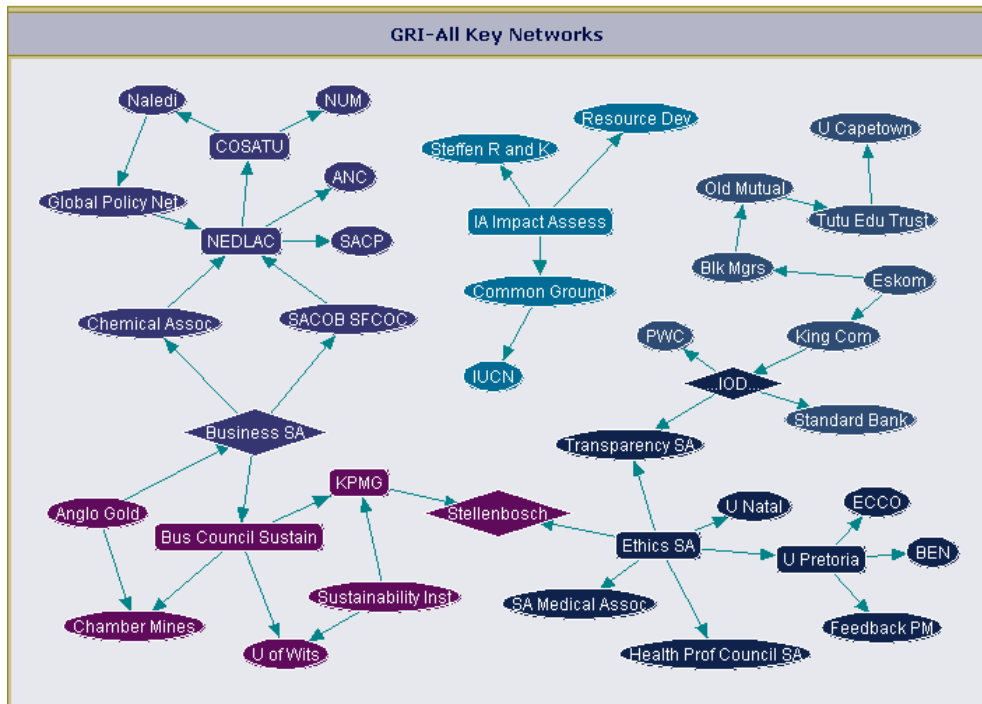


Exhibit 7. Five Sub-Networks.

Upper left is the Labour Network, in the center is the Environmental Network, at the upper right is New SA Leaders Network, lower right is the Ethics Network and lower left is the Sustainable Business Network.

**Observations**

- ◆ The Environmental Network shows no connections at all to other networks.
- ◆ There are three important “gatekeeper” organizations that serve as the only connection between two networks:
  - Institute of Directors
  - Business South Africa
  - Stellenbosch University
- ◆ There are five organizations that are central nodes in a network:
  - Business Council on Sustainability

- NEDLAC
  - COSATU
  - Ethics South Africa
  - International Association of Impact Assessment
  - University of Praetoria.
- ◆ NEDLAC only has contact with the Business Council for Sustainability by way of a path through two other organizations. It is even further removed from the Ethics and New Leaders networks with no connections to the Environmental Network.

It is important to remember that organizations don't network—people do. Each of these network connections is represented by an individual. As we look at each of these sub-networks we will observe who in the group of the respondents plays a role in that network. A complete list of network connections for this series of Exhibits can be found in Exhibit 11.

### Environmental Network

The smallest sub-network is the Environmental Network. The central organization in that network is the International Association of Impact Assessment. Only three individuals represent the connections in this network. This is the only network that is completely isolated from any other network. See Exhibit 8. Since only three of the respondents have these connections, further research might reveal that they are not really that disconnected from the other networks. It would be very important to explore this further as the support of the Environmental Network would be essential for GRI success.

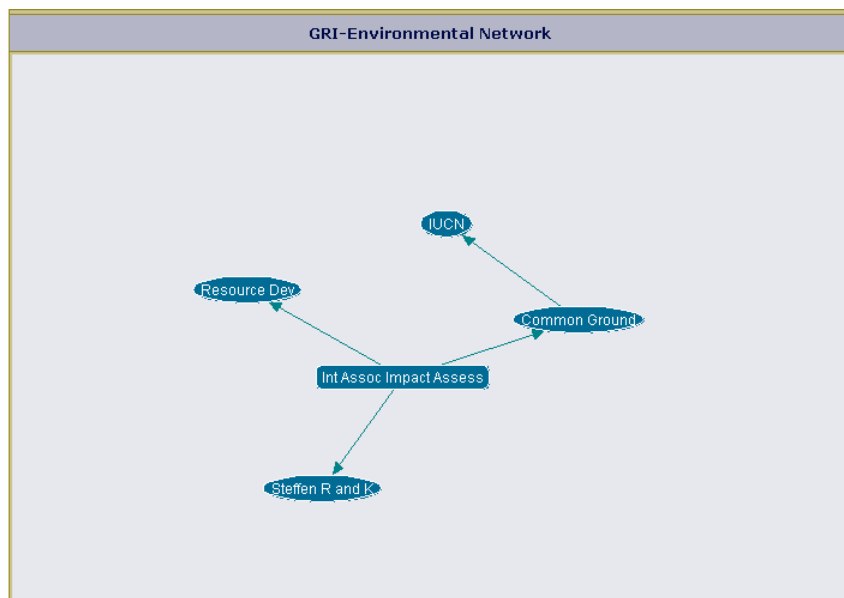


Exhibit 8. Environmental Network

## New Leaders Network

The New Leaders Network is shown in Exhibit 9. Six individuals represent the connections in the New Leaders Network.

The New Leaders Network is not really a network at all. It is a string of connections but is not yet fleshed out as an interconnected network. One potentially important group, the Black Managers Forum, is not directly linked to any potential GRI reporting body. It is also interesting to note that The King Committee, despite the visibility of the King Report, does not appear to be a critical node. This suggests that particular organization might be less well connected than popularly believed. Further research would be needed to explore this. It may be that the visibility of the King Report is more reflective of the power and influence of the Institute of Directors, which is a strong sponsoring organization.

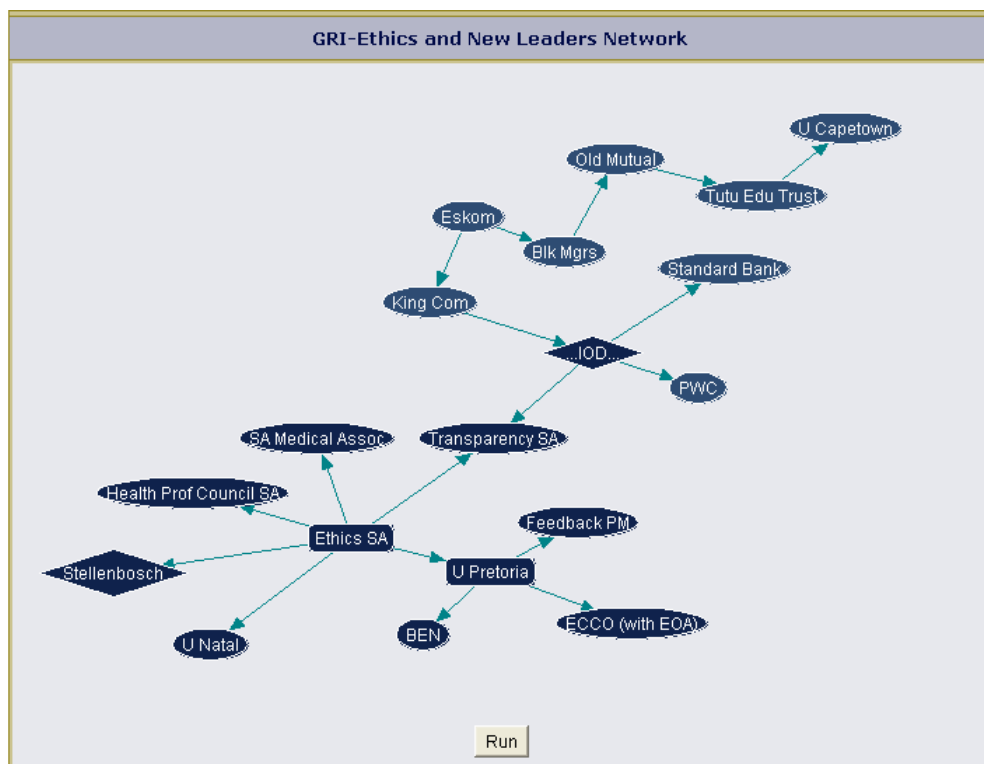


Exhibit 9. New SA Leaders Network and Ethics Network

## Ethics Network

The Ethics Network is also depicted in Exhibit 9, since it is also highly dependent on the IOD for a connection with the other networks. Unlike the New Leaders Network, however, there is another “gatekeeper” that is connected to the Sustainable Business Network. This is Stellenbosch University. Stellenbosch has a number of Institutes and Centres that enjoy connections with key people in several areas relevant to the GRI.

Four individuals representing connections in the Ethics Network. One is influential in making the University of Pretoria a central node in this network with connections to BEN and ECCO. However, the U of Pretoria seems quite removed from the other networks without

more direct pathways to other parts of the network. One of the good points about the Ethics network is that with Stellenbosch and the IOD it has two gatekeepers that connect this network with two other networks, thus is it less isolated than the New Leaders Network.

**Sustainable Business Network**

Like the Ethics Network, the Sustainable Business Network has two gatekeepers, Stellenbosch and Business South Africa. See. Exhibit 10. Two organizations play a central role in this network: KPMG with its own Sustainability Network and the Business Council for Sustainability, which has an important connection with the Chamber of Mines. Business SA also enjoys good mining connections and thus gives the Business Council on Sustainability both direct and indirect pathways to the mining community. Five individuals who represent the connections in this network.

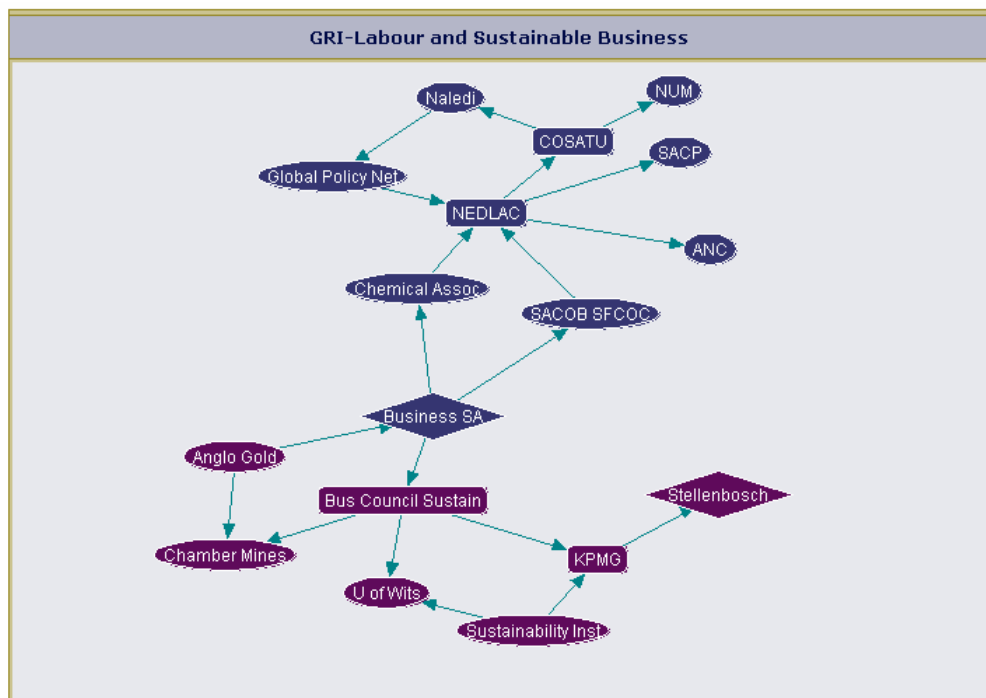


Exhibit 10. Sustainable Business and Labor Networks

**Labour Network**

Exhibit III-q also depicts the Labor Network as it is connected to the Sustainable Business Network through Business SA. This network is more connected internally than the New Leaders Network but it is just as isolated, relying on Business SA as a gatekeeper to other networks. NEDLAC enjoys the networking skill of one of the top ranked networkers in this study.

Exhibit 11 shows all network connections for the key networks and organizations.

## Key Organizations Mentioned in Study Showing Network Connections

All Organizations	Org Type	Respondent Organization	Respondent Org Type	Rank Importance V/M
Anglo Gold	8	Anglo Gold	8	
AngloGold	8	AngloGold	8	
AngloGold Education Trust Fund	6	AngloGold	8	V
Black Managers Forum		Eskom	10	M
Black Managers Forum		Old Mutual	6	
Business Council for Sustainability	7	KPMG	9	M
Business Council for Sustainable Development	6	Business Council for Sustainable Development	6	
Business South Africa	6	Anglo Gold	8	V
Business South Africa	6	Chemical Allied Industries Association	6	V
Business South Africa	6	SACOB/SFCOC	6	V
Business South Africa	6	Business Council for Sustainable Development	6	V
Chamber of Mines	6	Business Council for Sustainable Development	6	V
Chamber of Mines Sustainable Policy committee	6	AngloGold	8	M
COSATU	3	NEDLAC	7	V
COSATU	3	National Union of Mineworkers	3	V
COSATU	3	Naledi	2	V
Desmond Tutu Education Trust	2	Desmond Tutu Education Trust	2	
Desmond Tutu Educational Trust		Old Mutual	6	
Eskom	10	Eskom	10	
Eskom	10	Eskom Convention Center	10	V
Eskom	10	Eskom	10	
Eskom Convention Center	10	Eskom Convention Center	10	
Eskom Enterprises	10	Eskom Convention Center	10	M
Eskom-Hendrina Power	10	Eskom-Hendrina Power	10	
Global Policy Network	2	Naledi	2	V
Global Policy Networks	3	NEDLAC	3	V
Institute of Directors	6	PWC	8	M
Institute of Directors	5	Standard Bank	9	V
Institute of Directors	6	Institute of Directors	6	V
International Association of Impact Assessment	5	Steffen Robertson and Kirsten	9	V
International association of Impact assessment		Common Ground	6	
International Association of Impact Assessment		Resource Development Consultants	6	
IUCN environmental legal network	7	IUCN	7	V
IUCN environmental legal network		Common Ground	6	
King Committee		Eskom	10	V
King Committee	6	Institute of Directors	6	V
KPMG	6	KPMG	9	V
KPMG	6	KPMG	9	V
KPMG	6	Sustainability Institute	6	M
KPMG, International Sustainability Network	6	KPMG	9	V
NEDLAC	7	NEDLAC	7	
NEDLAC	1	NEDLAC	3	M
NEDLAC	1	Chemical Allied Industries Association	6	V
NEDLAC	7	SACOB/SFCOC	6	V

All Organizations	Org Type	Respondent Organization	Respondent Org Type	Rank Importance V/M
Resource Development Consultants	6	Steffen Robertson and Kirsten	9	V
Resource Development Consultants	6	Resource Development Consultants	6	
Stellenbosch		Sustainability Institute	6	V
Stellenbosch Business School	2	KPMG	9	M
Stellenbosch, Centre for Applied Ethics,	2	Ethics South Africa	7	V
Transparency SA	7	Ethics South Africa	7	M
Transparency SA	7	Institute of Directors	6	V
University of Cape Town	2	University of Cape Town	2	
University of Cape Town	2	Desmond Tutu Education Trust	2	
University of Natal, Center for Civil Society	2	University of Natal, Center for Civil Society	2	
University of Natal, Pietermaritzburg, Unilever Ethics Centre	2	Ethics South Africa	7	M
University of Praetoria, School for Business & Professional Ethics	2	University of Praetoria, School for Business and Professional Ethics	2	V
University of Pretoria	2	Feedback Performance Measurement	2	M
University of Pretoria School for Business & Professional Ethics,	2	Ethics South Africa	7	V
University of Pretoria, Architecture Dept.	2		2	V
University of Witswatersrand	2	University of Witswatersrand, Africa Institute for Corporate Citizenship	6	V
University of Witswatersrand	2	University of Witswatersrand	2	
University of Witswatersrand - environmental studies	2	Business Council for Sustainable Development	6	V
Wits Business School		Resource Development Consultants	6	
Wits P and DM		Sustainability Institute	6	M

Exhibit 11. Table showing all network connections for the Key Networks.

**Comments**

Network analysis is an absolutely critical foundation for GRI-SA to develop a good network strategy. These patterns reveal which organizations and individuals play a critical connecting role. GRI-SA could stumble badly if it engages only one good contact and colleague from these key organizations. Should that individual move to another organization or no longer support GRI—then GRI’s relationships with one or more entire networks could be in jeopardy.

The Key Network diagrams in this last section have not been fleshed out with the exact tangible and intangible exchanges currently in the network. It might be possible to extend this study and attempt to do that from the individual diagrams. It would be more valuable, however, to first develop a general network strategy and then conduct in-depth interviews with a representative sampling from the targeted network(s).

At first glance the Exhibits 8 through 11 may look similar to social network analysis. However, the real power of a value network analysis lies in doing the deeper work around tangible and intangible exchanges. Intangibles such as knowledge and information are invaluable for building relationships. However, the tangible connections are more likely to reveal already existing business processes and activities that typify a purposeful network. By building a strategy incorporating these existing tangible and intangible activities it should be possible for GRI to “jump start” its network development.

## F. Section conclusions

### Summary of network analysis findings

- ◆ Even in this relatively small sampling of influential people in South Africa’s responsible business activities yielded a potential network of over 200 organizations
- ◆ Twenty two of those 220 were mentioned by more than one person, yielding a core group of organizations that appear to be more extensively networked than others.
- ◆ Of the 57 respondents to this survey, 30 appear to be good to excellent individual networkers.
- ◆ There is a significant racial gap in the quality of the networks reported by whites compared to non-whites. There may be a number of explanations for this, which could be surfaced through further research.
- ◆ The strongest benefits to individuals for networking more extensively are knowledge sharing and networking. In addition to knowledge sharing, contributing one’s expertise to other organizations is quite common. Financial and material activities were not common, other than with one’s immediate employer.
- ◆ Some types of organizations, such as academia, tend to collaborate with the same type of organization as themselves. Others, such as multinational and other business organizations, tend to be more evenly balanced in their relationships with different sectors.
- ◆ Five key sub-networks surfaced in this study: Labor Network, Sustainable Business, Ethics, Environmental and New South African Leaders.
- ◆ One network, the Environmental Network is isolated and has no connections with other networks.
- ◆ Two other networks, The New Leaders and Labor networks can only be accessed through one of the gatekeepers, which even then would only give them direct access to one other network. The other two networks, Sustainable Business and Ethics, have two gatekeepers, which combined would connect each of them to two networks besides their own.
- ◆ There are three important “gatekeeper” organizations that serve as the only connection between two networks. Navigating through four of the five key networks would require going through each of these three gatekeepers.

- Institute of Directors
- Business South Africa
- Stellenbosch University
- ◆ There are five organizations that are central nodes in a network:
  - Business Council on Sustainability
  - NEDLAC
  - COSATU
  - Ethics South Africa
  - International Association of Impact Assessment
  - University of Pretoria
- ◆ The existing web of relationships shows generally strong connections within networks but very weak links between networks.

### Suggested Further Research

As GRI begins to develop its network strategy for the SA initiative it will be important to conduct a network analysis to surface the key organizations and networks for strategic focus areas. Both individual participants in GRI activities and partner organizations would benefit from study and reflection regarding their own network dynamics. One important question, not addressed in this preliminary research, is how well connected are the South African networks with similar networks in other countries or with larger international networks.

### Implications for GRI strategy

GRI needs to define explicit network strategies along the following dimensions

- ◆ Define the role GRI will play in supporting already existing networks, improving them, and developing new ones. For example, does GRI see itself as a weaver of networks? Does GRI bring in the element of an international network and if so how will that be positioned?
- ◆ Develop desired outcomes for GRI network activities. What is the vision for GRI in regard to networks? What business results are expected from this effort that could not be otherwise achieved?
- ◆ Profile the desired network(s)
  - Size
  - Level of Influence
  - Diversity
  - Quality of relationships
  - Balance of tangible and intangible transactions
- ◆ Map existing networks and conduct an in-depth collaborative value network analysis in order to thoroughly understand current practices, relationships, leadership qualities, and network principles.

- ◆ Identify and target key networks, organizations and individuals and get them actively involved in issues of network development.
- ◆ GRI needs to make a conscious effort to support network development in a way that embraces and encourages diversity and access for the disadvantaged or less experienced. Specifically the GRI needs to research and understand the noted racial gap in network access.
- ◆ Develop healthy redundancy across the network, especially to circumvent “gatekeepers” and bottlenecks. Dependency on one or two individuals at critical intersects can endanger the long term viability of the network.
- ◆ Since knowledge and information sharing is so critical in these networks, part of GRI strategy might be to facilitate and improve knowledge sharing both within and between networks
- ◆ Develop baseline measures and “snapshots” of the network in order to track progress over time
- ◆ Prepare to facilitate learning events, meetings and network skill building workshops as needed for both individuals and organizations
- ◆ Continuously map and monitor network activities

## **VI. Appendices**

- A. Interview Guide (Survey)**
- B. GRI Data Sheet**
- C. Responses to Question II-5-2**
- D. Respondents**

## Appendix A Interview Guide (Survey)

### Instructions to the interviewer for tables:

*Organization* is the name of the organization they interact with.

*Type should be coded as:*

- 1 – Government/Government Agency
- 2 – Academia/research
- 3 – Labor
- 4 – Religious
- 5 – Professional association
- 6 – Business-oriented MO
- 7 – Other Civil society
- 8 – *Multinational business*
- 9 – Other business
- 10 – Parastatal
- 11 – Media

*Rank* refers to relative importance among all the organizational relationships, and we're interested in ones that are:

V = Very Important

M = Moderately Important

*Contribution made* refers to what the interviewed person contributes. This may be:

- some type of resource such as money, time or materials
- knowledge or information of some kind
- benefits such as political support, prestige

*Resource or Benefit you receive* refers to the motivation for the person to have that organizational relationship. These are the same types of things that are contributions:

- some type of resource such as money, time or materials
- knowledge or information of some kind
- benefits such as political support, prestige

Example: if the response is *time*, probe to find out specifically what is being done during that time.

Not helpful response: Time

Very helpful: Research hours, attendance at meetings, or event planning

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**The Interview**

Name of person being interviewed: \_\_\_\_\_ Phone \_\_\_\_\_

Organization: \_\_\_\_\_ E-Mail \_\_\_\_\_

Name of person doing interview: \_\_\_\_\_

**Introduction:**

Thank you so much for agreeing to speak with me about the Global Reporting Initiative. I'd first like to confirm whether this is still a good time to talk for about 45 minutes?

*If yes, continue.*

*If no, identify another time.*

I would first like to review who I am and the purpose of this interview. My name is \_\_\_\_\_, and I'm working with the Global Reporting Initiative—I'll refer to it as GRI from now on—to help develop a South African GRI network. There are three parts to this interview. I'd first like to answer any questions you have about GRI in general. Next we will review GRI activities in South Africa and get your suggestions for directions. Finally we would like to ask some more detailed questions that aim to support development of the South African GRI network. This information will be kept confidential within our research team, and our report will not mention any individuals as sources of information. A copy of the report will be sent to you in September. If at any time my questions raise concerns for you, feel free to express them. Before I proceed, I'd like to inquire as to whether you have any questions about me, what I'm doing, or the approach?

There may be questions that arise that I cannot answer. If so, ask them and I will get back with the information later. Shall we proceed now with the interview?

**Section I Introduction to GRI (10 minutes)**

*Introduction:* You should have received some information about the Global Reporting Initiative, but I realize that sometimes people do not have time to read it and it might be helpful if I review some basic GRI information.

**I-a)** Would you like me to do this?

If yes, refer to information sheet (provided by GRI/AICC)

If no, move to II-b.

**I-b)** Do you have any questions about GRI and its development in South Africa?

*Interviewer: Record questions and provide answers if you can.*

*If not:*

I'm afraid that I can't answer that question, but I will get someone else to get in touch with you to answer it. Do you have any other questions?

**Section II South Africa and GRI Issues (10 minutes)**

*Introduction:* We'd like to learn more about how you might see that GRI could relate to particular issues in South Africa.

**II-1)** Knowing what you do now about the GRI, what particular contributions do you see that it might make to South Africa or what particular issues do you see that it should focus upon?

*If a company person:*

**II-2)** Does your company currently do a social and/or environmental audit?  
Social \_\_\_ Environmental \_\_\_

**II-3)** Having heard GRI described, some people have mentioned some activities that they feel reflect some aspects of GRI.

I'm wondering if you've heard of the following initiatives, and if so whether you see a relationship to GRI?

**II-3-a1)** King Report: Yes \_\_\_No \_\_\_ Haven't heard about it \_\_\_  
If no, go to II-3-b1).  
*If yes, proceed.*

**II-3-a2)** Do you view the King Report: Favorably \_\_\_ or Unfavorably \_\_\_

**II-3-b1)** Johannesburg Stock Ex Social Reporting Initiative: Yes \_\_\_No \_\_\_ Haven't heard about it \_\_\_  
If no, go to II-3-c1).  
*If yes, proceed.*

**II-3-b2)** Do you view the Johannesburg Stock Ex Social Reporting Initiative: Fav \_\_\_ or Unfav \_\_\_

**II-3-c1)** NEDLAC Yes \_\_\_No \_\_\_ Haven't heard about it \_\_\_  
If no, go to II-3-d1).  
*If yes, proceed.*

**II-3-c2)** Do you view NEDLAC: Favorably \_\_\_ or Unfavorably \_\_\_

**II-3-d1)** Local Government Performance Goals: Yes \_\_\_No \_\_\_ Haven't heard about it \_\_\_  
If no, go to II-3-e1).  
*If yes, proceed.*

**II-3-d2)** Do you view the Local Government Performance Goals: Favorably \_\_\_ or Unfavorably \_\_\_

*Interviewer: If they are not familiar with any of the above go on to question 11-3-f, otherwise ask:*

**11-3-e1)** How do you think these relate to the GRI Initiative?

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**II-3-f)** Are there any other activities—either at the national level or for your particular organization—that GRI might contribute to?

*Interviewer: Probe as to how they relate.*

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**II-4)** As GRI begins its work in South Africa what kinds of challenges do you think they will face in working in this environment?

*Interviewer: examples of these might be making GRI relevant to SA, local buy-in, lack of transparency. Only provide examples if necessary.*

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*Introduction:* GRI focuses upon economic, social and environmental impacts, and we'd like to learn more about how South Africans think about these issues.

**II-5-a)** Do you think of one of these—environmental, social, or economic issues—as being more important than the others?

Yes \_\_\_ No \_\_\_

If no, move on to II-5-c.

*If yes, proceed.*

**II-5-b)** Which one is more important?

**Environmental:** \_\_\_ **Social:** \_\_\_ **Economic:** \_\_\_

**II-5-c1)** What environmental issues do you think of as particularly important?

*Interviewer: Examples might be air pollution, land-people resource issues. Only provide examples as necessary.*

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**II-5-c2)** Thinking of people who speak out on environmental issues, is there anyone in particular in South Africa who you respect?

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**II-5-d1)** What social issues do you think of as particularly important?

*Interviewer: Examples might be HIV/AIDS, Poverty, Inequality of wealth or opportunity, health, education. Only provide examples as necessary.*

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**II-5-d2)** Thinking of people who speak out on social issues, is there anyone in particular in South Africa who you respect?

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**II-5-e1)** What economic issues do you think of as particularly important?  
*Interviewer: Examples might be growth, unemployment, investment capital, workforce skills. **Only provide examples as necessary.***

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**II-5-e2)** Thinking of people who speak out on environmental issues, is there anyone in particular in South Africa who you respect?

**Section III Network Analysis (25 minutes)**

**Introduction:**

I now have a series of questions that aim to help define the way GRI can best support a successful South African network. It is particularly useful to understand more about the way South African society is connected. In particular, we're interested in understanding people's relationships with business, government and civil society organizations. To do this, we are asking people about their own relationships with these various types of organizations, including their employer.

**III-a)** We are interested in knowing what groups you are part of that may or may not be related to your work but that might involve people from outside organizations as members or supporters. This can include academia/research organizations, labor unions, business organizations, religious groups and professional association (such as for engineers, chartered accountants, etc.)

*Interviewer: Fill in the following form. Probe to try and obtain names of at least three organizations. Probing can involve giving the list of organizational types. Review the instructions on the next page and then use the form to gather the information. It is likely best to first get the list of organizations, and then go back and ask question III-b.*

**III-b)** We would like to understand the nature of your relationship with these organizations. Could you tell us a bit about what you contribute to that organization and what resources or benefits you receive from them?

Organization	Type	Rank V-M	Contribution Provided	Resource or Benefit Received

**Section IV Conclusion**

**Introduction:** I am wondering if you might be interested in future contact with GRI. This might be through simple updates or participation in a November 11-12 meeting in South Africa.

**IV-a)** Would you be interested in receiving updates? Yes \_\_\_\_ No \_\_\_\_

If no go to IV-d.

**IV-b)** Would you prefer these to be by email \_\_\_\_ or regular mail \_\_\_\_?

**IV-c)** With regards to attending the November 11-12 meeting, would you say that you are:  
Extremely interested \_\_\_\_ Very Interested \_\_\_\_ Somewhat interested \_\_\_\_ Not interested \_\_\_\_

**IV-d)** We would also appreciate any names that you may have of others who we should contact to also interview. You may indicate whether or not you would like us to explain to them that you referred us to them.

*Interviewer: Please use the following form for the data.*

**IV)** This is the end of the questions that we have for you. Is there anything that you would like to add?

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We would like to thank you very much for your time. We'll be in touch with you with a copy of our report (*if interest indicated in GRI in previous questions, add "and follow up with the interest you've expressed"*). If you would like to get in touch with the South African GRI initiative, you may contact: \_\_\_\_\_

*Race:* when asking this question please explain that we are asking it because we feel it is important to include people from across South African society.

*Ref:* short for "referral" which indicates that we can use the name of the individual being interviewed when the person is contacted with an interview request.

Name	Org.	Type	Phone	Email	Race	Refer?

## Appendix B

This data sheet was given to the interviewers.

### GLOBAL REPORTING INITIATIVE (GRI) BACKGROUND, PARTICIPANTS, FUTURE PLANS

July 26, 2002

Through the Global Reporting Initiative, business and civil society organizations around the world are joining together to:

- Elevate sustainability reporting to the level of financial reporting in terms of comparability, rigour, verifiability, and generally accepted practices;
- Design, disseminate, and promote reporting guidelines that encompass environmental, economic, and social aspects of company activities; and
- Build a global and independent institution to steward the *Guidelines*.

#### GRI has Widespread Support

Begun in 1997 by the Coalition for Environmentally Responsible Economies (CERES) in partnership with the United Nations Environment Programme (UNEP), many well-known organizations are now participants (see table). SA is the site of one of GRI's first focused projects to establish a strong national network.

A Few of the Hundreds of GRI Participant Organizations		
Global Companies	SAN-Based Companies	Other Organizations
<ul style="list-style-type: none"> <li>- Bristol-Meyers-Squibb</li> <li>- BT</li> <li>- Canon</li> <li>- Fuji Xerox</li> <li>- General Motors</li> <li>- ICI</li> <li>- ING</li> <li>- Johnson &amp; Johnson</li> <li>- KLM</li> <li>- McDonald's</li> <li>- Motorola</li> <li>- Procter and Gamble</li> <li>- Sainsbury</li> <li>- Shell</li> </ul>	<ul style="list-style-type: none"> <li>- Eskom</li> <li>- Hillside Aluminum</li> <li>- SASOL</li> <li>- SAN Breweries</li> <li>- Umgeni Water</li> </ul>	<ul style="list-style-type: none"> <li>- American Academy for the Advancement of Science</li> <li>- Amnesty International</li> <li>- Centre for Science and Environment</li> <li>- Development Alternatives</li> <li>- Environmental Law Institute</li> <li>- Friends of the Earth</li> <li>- IIED</li> <li>- Chartered accountant associations (Canada, UK)</li> <li>- Int'l Federation of Free Trade Unions</li> <li>- Interfaith Center on Corporate Responsibility</li> <li>- IUCN</li> <li>- Oxfam</li> <li>- Tradecraft Exchange</li> <li>- Transparency International</li> </ul>

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## Why GRI?

With activity in nearly 70 countries, this broad support is arising because of several unique GRI characteristics, including:

1. **GRI provides a framework encompassing and harmonized with other measurement initiatives.** This includes The Global Compact, AA 1000, ISO 14000, ISO 14063, OECD Guidelines for MNEs, SA8000 and the Global Sullivan Principles.
2. **GRI is comprehensive.** It covers environmental, economic and social concerns. GRI recognizes that sustainability reporting is connected to broad societal change.
3. **GRI is based in multi-stakeholder processes.** The global structure is based upon representation from four groups: business, labor, civil society, and “mediating organizations” (such as academic and professional organizations and government agencies).
4. **GRI is non-regulatory:** Government plays a minor role in GRI, and regulation plays no role. GRI’s development and implementation are driven by business and civil society. However, GRI collaborates with government to ensure harmonization of voluntary and regulatory programs.
5. **GRI responds to local reality:** Companies together with stakeholders work within the overall GRI framework to apply it in ways that reflect particular contexts.
6. **GRI is dynamic.** The multi-stakeholder process creates a dynamic movement to continual improvement in outcomes.
7. **GRI is based upon continual learning and capacity-building.** Engaging in GRI means joining a community that is learning and sharing lessons together.
8. **GRI is global.** GRI has emerged as the leading global framework for sustainability reporting. The GRI Guidelines lead to multi-stakeholder dialogue that provides a supportive and dynamic exchange for application of the framework to a particular company or issue. Through GRI, diverse stakeholders achieve diverse objectives:
  - **Companies** gain the information they need to make sustainability-related decisions, improve performance, and communicate with stakeholders.
  - **Investors** are in a better position to assess intangible but significant facets of value.
  - **Customers** are better equipped to factor sustainability into purchasing decisions.
  - **Governments** use sustainability information to negotiate agreements and monitor against targets.
  - **Activists** are able to influence priorities and monitor company progress.
  - **Unions and employees** are able to further improve workplaces and improve society.
  - **Rating agencies** receive needed information for performing benchmarking and best practice analyses.

## Appendix C

### Responses to Question II-5-2

#### ENVIRONMENTAL NAMES

(7) Moosa, Valli – Minister of Environmental Affairs  
 (3) Landman, Ruda – Carte Blanche  
 (2) Ledger, Jan – EWT; Environment Justice Networking  
 (2) Peek, Bobbie – Groundwork  
 (2) Player, Ian  
 Albertyn, Chris – GEM  
 Berry Marke (DeBeers chief ecologist  
 Borchers, Mark (Energy Person 083 789 2922)  
 Cooper, Keith – Wildlife and Env. Society  
 De Beers, Mark Barry  
 de Lille, Patricia  
 Eberhard, Anton – (GSP – UCT) – Midrand Bio City Initiative  
 Fakir, Sabin – IUCN  
 Fig, David (Social issues); E.W.T.  
 Hanks, John,  
 Hattingh, Johan  
 Kasrils Ronnie  
 Khosa, Reuel  
 Klaini, John;  
 Lotter, Laurraine  
 Macdonald, Ian – W.W.F.  
 Mandela, Nelson  
 Mason, Theresa (Health Inspector)  
 Metcalfe, Mary  
 Pulles, William (consultant)  
 Rupert, Anton – BCSD; WWF SA; Institute for Nature Research, University of Natal  
 Pietermaritzburg  
 Siegfried, Roy  
 Watts, Derrek – Carte Blanche  
 Willis, Peter – Natural Step  
 Zoe (BCSD)

Biowatch (Cape Town)  
 Department of Environmental Affairs and the Minister  
 Environmental Justice networking forum  
 Environmental Justice Networking Forum  
 Environmental Monitoring Group  
 Eskom specialist staff  
 Greenpeace

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Mail & Guardian  
 National Land Committee  
 Overseas conservation Unions  
 Safe Age (Cape Town) – Anton  
 SAGA  
 Sasol  
 Union movement  
 World Wildlife Fund  
[www.nuuc.za.ccs](http://www.nuuc.za.ccs)

### **SOCIAL NAMES**

(5) Achmat, Zakhie  
 (4) Sunter, Clem (Anglo American)  
 (3) Mabusa-Shuttle, Felecai  
 (2) Keaton, Margi Aaplc  
 (2) Mandela, Nelson  
 (2) Tutu, Desmond  
 (2) De Lille, Patricia  
 Khoza, Reuel (Chairperson of Eskom)  
 Carolis, Cheryl  
 Crotty, Ann (The Star - Business Report)  
 Heyns, Christoff – Centre for Human Rights  
 James, Wilmot – Mail and Guardian  
 Kasrils, Ronnie  
 Kitchoff, Ruan – Dept. of Public Service Administration  
 Machel, Graca  
 Mbeki, Thabo  
 Ngcuka, Pumzile  
 Pieterse, Edgar – HRSC (Cape Town)/Urban Economic Analysis for Cape Town City  
 Pityana, Barney  
 Roxell, Lynne Elton  
 Schlemmer, Lawrence  
 Schmidt, Helene (facilitator – 083 789 1453)  
 Sekwia, Zoli (Min Social Development)  
 Swanepoel, Talitha  
 Truter, Nico @ UNISA

(3) COSATU  
 (3) SANGOCO  
 (2) TAC legal resource centre;  
 (2) Treatment Action Campaign  
 AIDS Centre at University of Pretoria  
 Alternative information centre

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ANC  
 Anti-Corruption Forum  
 BEN Africa  
 Carte Blanche  
 Centre for applied legal studies at WITS  
 Civil Society  
 Institute of Directors  
 Kaizer Foundation  
 Land reform coalition.  
 Mail & Guardian  
 Moral Regeneration initiative  
 National Land Committee  
 NEDLAC  
 NEPAD  
 Radio 702  
 SACP  
 South African Communist Party (SACP)  
 The Star  
 The Sunday Times mining houses are becoming quite active  
 Trade Unions  
 Transnational organizations  
 Transparency

### **ECONOMIC NAMES**

(3) Manuel, Trevor  
 (2) Godsell, Bobby (on mining)  
 (2) Maree, Jaco (CEO of Standard Bank)  
 (2) Mbeki, Thabo  
 (2) Sunter, Clem  
 Baxter, Roger (Chamber of Mines)  
 Bond, Patrick  
 Bruggens, Kees – economist at FNB  
 Carolous, Cheryl – Tourism SA  
 Czykionka, Nico (Chief Economist of Societe Generale)  
 Idasa - budget watch and commentary  
 Jamine, Isar – Economtrix  
 Mason, Theresa  
 Mboweni, Tito  
 Mboweni, Tito  
 Modise, Tim – Radio show host  
 Ramos, Maria  
 Tcypionka, Nico – Standard Bank  
 Thompson, Arthur  
 Wakeford, Kevin

(3) COSATU

(3) WWF

(2) 50/50

AIDC

ANC

Asset Management

Banks need to be engaged

Both national chambers of commerce

Business leaders are reluctant to speak out because they get penalised

Greenpeace

Mail & Guardian

Ministers of Finance and Trade

Naledi

NEDLAC, trade unions and government

SACP

South African Chamber of Business

SRI Funds