



**MAURITIUS RESEARCH COUNCIL**

# **INVESTIGATING THE SOCIAL MARKETING CULTURE OF NGO'S IN EMERGING COUNTRIES: A CASE OF MAURITIUS**

**Final Report**

*February 2016*

**MAURITIUS RESEARCH COUNCIL**

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# **Investigating the social marketing culture of NGO's in Emerging Countries: A case of Mauritius.**

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## Abbreviations

1. AML	Airports of Mauritius Limited
2. ENL	Espitalier Noel Limited
3. HRD	Human Resource Development
4. MFPWA	Mauritius Family Planning and Welfare Association
5. MMHA	Mauritius Mental Health Association
6. MODA	Mauritian Organization on Drugs and Aids
7. MUNA	Mauritius United Nations Association
8. MWF	Mauritian Wildlife Foundation
9. NGOs	Non-Governmental Organisations
10. PAWS	Protection of Animals Welfare Society
11. SACIM	Society for Aid to Children Inoperable in Mauritius
12. SM	Social Marketing
13. SMPE	Societe Mauricienne pour la Protection de l'Enfant
14. TIC	Teens in control

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# Chapter 1

## Introduction

### 1.1 Background of study

Social marketing is the application of marketing principles and exchange to social issues. It is best known for its use in campaigns related to public health and the environment. Successful strategies dealing with obesity, tobacco consumption, family planning, safe sex, recycling, waste management and water purity are the more common applications (Kotler *et al.*, 2002; Andreasen, 2002; Hastings, 2003). It is widely accepted that many social problems have underlying behavioral causes. As social marketing is about influencing behavioral exchange outcomes, we have witnessed dramatic growth in its use (Gordon *et al.*, 2006). Both commercial and non-profit organizations alike are undertaking social marketing, especially in areas where educational and legal interventions have failed (Diamond and Oppenheim, 2004). It has been also pointed out that the number of international non-governmental organizations (INGOs) alone rose from 6,000 in 1990 to reach 26,000 in 1996 (*The Economist*, 1999), and 37,000 in 2002 (UNDP, 2002). Figures for NGOs operating at national level are much higher: Russia, for instance is estimated to have some 277,000 NGOs and India between 1 million and 2 million NGOs (Chicago Tribune, 2007). In 2006, it was estimated that there were some 1.5 million NGOs in the USA alone (McGann and Johnstone, 2006). NGOs have been a positive force in domestic and international affairs, working to alleviate poverty, protect human rights, preserve the environment, and provide relief worldwide. The growth of NGOs has been to a large extent fuelled by the inability of both domestic and international institutions to respond adequately to major economic, social and political changes which have been taking place at a fast pace (Heap, 2000).

Moreover, in line with Government Programme 2012-2015, a National NGO Policy has been elaborated by the Ministry of Social Security, National Solidarity & Reform Institutions in collaboration with the Entrepreneurship Development Institute of India and NGO stakeholders in 2012. The aim of the Policy Paper was to create an enabling environment for a strengthened Government, private sector and NGO sector partnership in addressing emerging social challenges. The Policy Paper also addressed the issue of financial sustainability of NGOs through the adoption of the innovative concept of social

entrepreneurship and social marketing. In pursuance of the above, the Government programme 2012- 2015 mentioned that a National NGO Policy based on the innovative concept of social entrepreneurship and social marketing would be developed. It has been recommended to: '*Spearhead social entrepreneurship and social marketing culture as a way of life in the NGO sector*' (NGO policy paper, page 16, 2012). Empirical evidence has demonstrated that there exist several difficulties of applying conventional marketing theory and practice in pursuit of more sustainable consumption, hence, the upsurge of an adapted form of social marketing to promote greater sustainability among NGOs is emerging as a new paradigm. In the past, traditional marketing has been the only marketing method used by NGOs in Mauritius. Although social marketing has been a term for over forty years, it has been introduced in developing countries just recently and the concept of social marketing is gaining greater momentum in emerging countries.

It should also be noted that the biggest limitation which NGOs face is the limited access to resources; they operate on very small amount of money. However, it is this limitation which has led to the development of a very innovative culture within such organizations and also, NGOs usually enjoy high levels of trust amongst people and therefore, they get trusted to go in and experiment, it is not unusual to find an NGO taking something which it right at the edge of cutting end technology and using it for a purpose. They are very quick to be in the latest place and they operate in an innovative culture within their limited resources. Hence, the future sustainability of NGOs depends on the proper application of social marketing strategies. Therefore, it is highly recommended that NGOs integrate a unique social marketing culture in order to achieve greater sustainability and at the same time, make a positive social contribution in the context of Mauritius.

## **1.2 Scope of the Present Research**

This research will seek to contribute some answers to these questions by reviewing the role of traditional marketing and considering the potential of social marketing by NGOs in order to increase in the well-being of individuals and/or society as a whole.

Specifically, this research will use relevant examples of a successful application of social marketing practices in various fields such as health, drug and alcohol abuse, poverty amongst

others to provide some potentially valuable lessons about the contribution of social marketing to promote greater sustainability of NGOs in Mauritius.

The research will demonstrate how social marketing culture can be embedded in the various NGOs through effective capacity building strategies. The report will provide an understanding of how social marketing is implemented in a NGO setting.

The present research study shall consider these various social marketing initiatives of NGOs by conducting several surveys to explore the contribution of a social marketing culture in the context of NGOs. The overall contribution of social marketing culture would be reported and the potential of a social marketing culture to promote greater sustainability of NGOs would be explored for a developing nation such as Mauritius.

### **1.3 Main Objectives of the Study**

The research will identify these following main objectives to help for a better understanding of the social marketing culture of NGOs in Mauritius. The addressed objectives will be as follows:

- i. To understand NGOs' views on Social Marketing.
- ii. To analyze the importance of Social Marketing in NGOs.
- iii. To identify capacity building activities for NGOs with the right learning and development strategies towards fostering social marketing culture in NGOs
- iv. To investigate the nature of partnerships between business community and NGOs for human and social capital building
- v. To devise social marketing strategies to assist NGOs towards their expansion of access and demand for products and services related to family planning, reproductive health, AIDS, drugs and child survival health products at both community and national level

#### **1.4 Expected Benefits of the Study**

The study will enable to deepen our understanding on effective social marketing strategies to be adopted by NGOs of developing nations. The research will provide greater insights on an adapted social marketing mix proposition for greater sustainability of NGOs. The various implications of creating and sustaining a social marketing culture will be addressed in the present study. The different dilemmas and challenges of embedding a social marketing culture for NGO executives will be also tapped. The results will also enlighten policy makers on several constructive measures to equip NGOs with effective social marketing strategies in the long term.

#### **1.5 Layout of the Study**

##### Chapter 1: Introduction

The first chapter presents the reader with background information on the various social problems and the use of social marketing in resolving some. Besides, emphasis is laid on the objectives of the study to address the research problems. Furthermore, the expected benefits are highlighted in this chapter.

##### Chapter 2: Literature Review

The second chapter comprises of the nature and emergence of the new Social Marketing concept in relation to NGOs. Besides, the Social Marketing principles in accordance to solving the various social issues are emphasized mainly through the different campaigns that non-profit organizations came with. In addition, it will also shed light on the social marketing culture on the medium used to communicate desirable behaviors. As such, there are three level of focus of social marketing mainly: focuses on behavior as its bottom line, influence behavior as they do not always change it and it seeks to benefits the society and not only the marketer. The role of NGOs towards a social marketing culture is also investigated and it is shown that NGOs act as a facilitator in expanding help to victims exposed to health

related issues, safety issues, environmental issues and community building issues. As such, other ways to trim down social issues are introduced and some of the social marketing skills and competencies are identified in regards to understand better what skills are necessary for social marketer to properly execute their actions in regards to the four areas of concern. Furthermore, the various HRD strategies to enhance human and social capital are to be considered to know how HRD can be used to support societal development through NGOs and other enterprises. Besides, partnership with profit organization will help in finding solutions to social problems.

### Chapter 3: Research Methodology

This chapter underlines the methodology used for the actual research. Emphasis was laid on the data collection method and the population chosen for the survey. Moreover, the questions were drafted according to qualitative interviews done in 20 Mauritian NGOs. The types of research work, sampling method being done through purposive sampling technique and how the field work was carried out for the research were also being focused.

### Chapter 4: Analysis and Discussions of Findings

The result of the empirical survey through the analysis and interpretation of the data collected in the course of the interviews were presented in the form of grounded theory where open Coding (Line-by-Line Coding Using Gerunds) were used. The open coding was further processed into axial coding also known as the subthemes and finally the selective coding where the main themes were decrypted. As such, the grounded theory gave a detailed examination of the results obtained and these were finally interpreted in the report.

### Chapter 5: Recommendations

Based on the analysis of the findings, results were drawn and based on the results, several recommendations were prepared as well. This chapter underlines the recommendations which emerged from the survey findings which will help in getting a better opinion on what the directors of the NGOs think of Social Marketing. Various recommendations have been suggested in the Mauritian context.

## Chapter 6: Conclusion

The last chapter of the project showed the extent Social Marketing had an impact on the four issues impacting on people's lives: the health issues, the environmental issues, safety issues and community-building issues. The overall limitations and directions for further research of the present study are also explored to know how capacity building can help in developing the skills of social marketers.

### **1.6 Summary**

There seems to be a fast growing concern for the needy people in Mauritius and as such, it is essential to take required actions pertaining to how the needy people can be helped out and how human resources practices can assist social marketers in becoming more proficient in delivering the required care to those segments who need to be catered for. The overall report will provide the readers with a holistic view of the facilities offered by the NGOs in Mauritius covering all the four social problems facing people in Mauritius namely: health issues, safety issues, environmental issues and community-building issues.



## Chapter 2: Literature Review

### 2.1 Introduction

Nowadays, everything that is being done by a marketer is focusing not on profit but rather, on the well-being of their audiences. This is where the concept of social marketing comes into play by marketing the ideas and behaviors that will improve health and the societal causes towards any sustainable behavior change by adopting a truly people-centered approach, the social marketing can be a vital tool as it will enable marketers to understand people and their behaviors. Besides, as part of the sustainable development, social marketing is a discipline, which draws on psychology, sociology, economics and anthropology in the attempt to fully understand people and meeting their needs without compromising the ability of future generations to meet their own needs. As such, non-governmental organizations (NGOs) often support the practices of social marketing since they are the sole body operating with the social welfare of the citizens. Therefore, this chapter will focus on the evolving nature of the social marketing culture.

### 2.2 Emergence of Social Marketing

The term social marketing was first introduced by Philip Kotler and Gerald Zaltman (1971), in a pioneering article in the *Journal of Marketing*, to describe —the use of marketing principles and techniques to advance a social cause, idea or behavior, (Weinreich, 2006). It also helps to shape markets that are more effective, efficient, sustainable and just in advancing people’s well-being and social welfare (Lefebvre, 2011). As a matter of fact, in the intervening decades, the concept of social marketing has gained widespread recognition in the field of marketing (Laczniak, 1979) with growing interest in the use of social marketing tools, and practices to be used by environmentalists, community advocates, and poverty workers for a good public health and safety (Deshpande and Lee, 2013).

Social Marketing is the modern way of defining marketing whereby the 4Ps are manipulated to achieve behavior change, stated Smith (2011). It seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society (Lee *et al.*, 2011) by influencing behaviors that will improve health, prevent injuries, protect the environment, contribute to communities and more recently enhance financial

wellbeing(Pacific Northwest Social Marketing Association, 2011).Contemporary society faces a vast number of social problems, which are both extremely complex and diverse. Among such problems commonly listed are AIDS, overpopulation, drug abuse, and mistreatment of females, use of tobacco products, and behavior that increases the chances of heart disease (Andreasen 1995; Laczniak and Murphy 1993). The persistence of these problems has obliged adopting the principles of social marketing at its core to help in: reducing tobacco use (Laurent, 2008); decreasing infant mortality (Brow *et al.*, 2013; Michigan Department of Community Health, 2011);stopping the spread of HIV/AIDS since 1996 through the Joint United Nations Programme on HIV/AIDS (UNAIDS, 2000);reducing malaria propagation (Rowland *et al.*, 2002); eradicating guinea worm diseases (Aikhomu *et al.*, 2000); make wearing a bike helmet a social norm for safety on road (Pervin *et al.*, 2009; Mauritius Penalty Points, 2012), decrease littering behavior (Beatty, 2011-2012; Forbes, 2009); increase recycling behavior (Landis, 2005; Tabanico and Schultz, 2012); and encourage the homeless to participate in job training programs (National Coalition for the Homeless, 2009).

In the aim to put social marketing to its core practices, many Non-Governmental Organizations (NGOs) believe that social marketing can have a major impact on society's myriad social problems (Andreason, 1994; Hitchcock, 2011).Moreover, the emerging development of social marketing reflected both significant increase in the pressures within the marketing discipline to be more socially relevant and the emergence of technologies in other disciplines that could be applied to social change (Kaplan and Haenlein, 2009).

### **2.2.1 Social Marketing Culture**

In social marketing, the primary aim is influencing behaviors that will contribute to societal gain (Deshpande and Lee, 2013; Smith, 2011).Given their focus on financial gain, commercial marketers often favor choosing primary target audience segments that will provide the greatest volume of profitable sales whereas in social marketing, segments are selected based on a different set of criteria, including prevalence of the social problem (Kotler and Lee, 2008, p.13), ability to reach the audience, readiness for change, and others that will be explored in depth. It is evident in saying that for a variety of reasons, we believe social marketing to be more difficult than commercial marketing because of the challenges (Fox and

Kotler, 1980) faced when trying to influence people to behave in a certain way as will be elaborated below.

### Social Marketing Focuses on Behavior as its Bottom Line

In contrast to commercial marketing that tries to change people's behavior for the benefit of the marketer, social marketing tries to change people's behavior for the benefit of the consumer, or of the society as a whole, cited Community Tool Box (2014). Social marketing focuses on influencing its target audiences to do one of the four things (Cheng *et al.*, 2009; Smith, 2011):

1. Accept a new behaviour (composting food waste)
2. Reject a potentially undesirable behaviour (smoking)
3. Modify a current behaviour (increase physical exercises daily)
4. Abandon an old undesirable behaviour (talking on phone while driving)

Andreason (1994) suggested a fifth and sixth arena:

5. Influence people to continue a desired behavior (giving blood on an annual basis)
6. Switching people to adopt a behavior (take the stairs instead of an elevator).

Although benchmarks may be established for increasing knowledge and skills through education and efforts to be made to alter existing beliefs, attitudes, or feelings, most importantly, the bottom line for the social marketer is whether the target audience adopts the behavior (Monaghan, 2011). For example, a specific behavior that substance abuse coalitions want to influence is women's consumption of alcohol during pregnancy (Finkelstein, 2000; Kotler and Lee, 2009; Trepper *et al.*, 2000). They recognize the need to inform women that alcohol may increase the chance of having an unhealthy child and sometimes may cause birth defects to their child (Centers for disease control and prevention, 2014; KidsHealth, 2014). In the end, however, their measure of success is whether the expectant mother abstains from drinking.

Perhaps the most challenging aspect of social marketing (also its greatest contribution) is that it relies heavily on —rewarding good behaviors‖ rather than —punishing bad ones‖ through legal, economic, or coercive forms of influence (Darryl and Hammond., 2014; Free People

International, 2014). And in many cases, social marketers cannot promise a direct benefit or immediate payback in return for adopting the proposed behavior.

### Social Marketing Programs Influence Behavior- They Do Not Always Change It

Social marketing campaigns need not involve behavior change. Definitions such as Kotler and Roberto's (1971) that speak of social marketing goals as necessitating that consumers "adopt, modify, or abandon" something ignores the fact that some social marketing programs are designed to discourage behavior. For example, campaigns to prevent children from using drugs (e.g., the "Just Say No" campaign in the United States) are clearly intended to discourage change. On the other hand, marketers can attempt to influence cognitive behavior of psychology with social science through voluntary behavioral shaping or reinforcement strategies where, ultimately, consumers do have the choice not to change their behaviors (Martin, 2014; Sheth, 1985; Markin and Narayana, 1976). Thus, we should be clear that marketer's basic talents lie in influencing voluntary behavior, and these are the talents they bring to social marketing (Heap, 1998). Experience has shown that coercion can be very effective in achieving social behavior goals (Lunenborg, 2012; Fuqua *et al.*, [n.y]) and these are parts of social marketing campaigns. In some cases, they can be substitutes for social marketing (e.g., when the latter has not been effective) or combined with social marketing efforts. Indeed, a social marketer may wish to argue that legal solutions would be more effective than social marketing to achieve particular behavioral goals (Andreasen, 1994; Smith, 2006) and, at this point, may step out of the program.

### Social Marketing Seeks to Benefit Target Consumers and/or the Society as a Whole, Not the Marketer

Social marketing programs benefit either individuals or society (Akinsanya and Bach, 2014). In some programs, the primary beneficiary is the target consumer or his or her family (Tabaku and Mersini, 2013). This would be the case in programs designed to promote breast self-examination, dieting, or the immunization of children. Other programs target the society at large as the major beneficiary, as in efforts to increase consumer recycling or induce homebuilders to plant more trees (Andreasen, 1994, Smith, 2011). Finally, some programs

have joint beneficiaries. The latter would include efforts to reduce society's health care costs, community social problems, environmental and economic problem. Note that the definition of social marketing omits cases in which the beneficiary is the social marketing organization (Labonte, 2010). This is a major distinction between private sector and social marketing and, as Rangun and Karim (1991) argue, it prevents us from including efforts of private sector organizations to achieve social ends. The definition of social marketing only requires that the social marketer does not undertake programs to benefit him or herself (Ferrell, 2010) rather believing that the program will improve long run individual or societal wellbeing. As such, Kotler(2002) argues that social marketing is often used to influence an audience to change their behavior for the sake of one or more of the following:

- improving health – health issues
- preventing injuries – safety issues
- protecting the environment – environmental issues
- contributing to the community – community-building issues.

### **2.3 Social Marketing culture and NGOs**

Seeing the various reasons towards a change in behavior, the question becomes who is engaged in such social efforts, on behalf of whom and in what ways. Therefore, as Lewis (1998) noted that people's interest in NGOs has risen in response to its major role in global efforts of issues related to health, poverty, justice, equity and employment as compared to the perceived failure of state-led development approaches. Non-Governmental Organizations (NGOs) are known to be organizations that are independent on governmental control, and they do not seek to challenge governments either as a political party or by focusing on human rights, non-profit making and non-criminal (Willetts, 2000). However, NGOs do get involved in these efforts, but most often they support behaviors that are aligned with their agency's mission (Global Environmental Management Initiative (GEMI), 2008; Gortney, 2011; Renzio *et al.*, 2004). For example, the American Heart Association (2014) urges women to monitor their blood pressure; the Kaiser Family Foundation (2012) uses their HIV/AIDS campaign to promote testing, and the Nature Conservancy to encourage actions that protect wildlife habitats (Sefton, 2006). NGOs have been delivering social services which governments are unable or sometimes unwilling to provide (Kim, 2002).

Besides, it is to be noted that the use of social marketing by non-governmental groups points to the differences between social marketing (sell behaviors/ ideas) and its parent, commercial marketing (sell products/ services). As the definition itself says social marketing is a process that applies marketing principles, tools and techniques to create, communicate and deliver value in order to influence the target audience behaviors towards the benefit of the society (public health, safety, the environment and communities) as well as the target audience (Kotler and Lee, 2006). The primary purpose of social marketing in an NGO is to defend or promote a specific cause while trying to raise awareness, acceptance and knowledge (Saxena, 2009). As mentioned by Mostashari (2005), an NGO acts as a facilitator in expanding the customers' access in the following areas:

<u>Emerging Health crises:</u> <ul style="list-style-type: none"> <li>- HIV/AIDS education and support</li> <li>- Tobacco Smoking/ alcoholism education</li> <li>- Drug addiction recovery</li> </ul>	<u>Community Social problems:</u> <ul style="list-style-type: none"> <li>- Juvenile crimes</li> <li>- Runaway girls</li> <li>- Street children</li> <li>- Prostitution</li> </ul>
<u>Environment:</u> <ul style="list-style-type: none"> <li>- Sustainable water and energy consumption education</li> <li>- Keeping mountains and forests clean</li> </ul>	<u>Economic:</u> <ul style="list-style-type: none"> <li>- Skill training</li> <li>- Career Services and job search assistance</li> </ul>
<u>Women's Issues:</u> <ul style="list-style-type: none"> <li>- Women and children's rights</li> <li>- Battered women assistance centre</li> <li>- Group therapy for sexually abused women</li> <li>- Counselling hotlines</li> </ul>	

Furthermore, the NGO setting comprising of the 7Ps (Doddamani, 2013) and considering social marketing are:

#### Product:

The social marketing —productl is not necessarily a physical offering (Bauer *et al.*, 2011; Keller, 2010; Weinreich, 2006). Many researchers such as Bennadi *et al.*, (2014), Duber Smith (2011) and Webster (2003) stated that ascale of social marketing products exists varying from tangible, physical products (e.g., condoms) to services (e.g. medical exams), practices (e.g., eating a heart-healthy diet) and finally more intangible ideas (e.g., environmental protection). Non-profit Organizations rely on contribution made by their beneficiaries; hence, product is equivalent to the 'benefits' NGOs provide to the target group (Viravaidya and Hayssen, 2001).

Price:

Price relates to what the consumers must do in order to obtain the social marketing product (Perner, 2010; Solomon *et al.*, 2013; Unite For Sight, 2010). The cost may be in terms of time and effort or even in monetary terms. Furthermore, NGOs need 'funds' for implementing their programs, carry out the projects; there is a cost associated with almost all the activities carried out by an NGO (Bentz, 2010; Municipal Water Supply, 1997; Thara, 2005). Hence the allocation of amount generated through donation is planned for the cost of execution of projects and vice versa.

Place:

Tangible products can reach its consumers through retail outlets where it is sold or places where it is given out for free (Jha, 2014). For intangible products, place is less clear-cut, it refers to decisions about the channels through which consumers are reached with information or training (Ahmed, 2014; Robert, 2000). NGOs operate through their offices and centers and they can set-up their shops/canopy of the products which are made by their beneficiaries like handicrafts, arts, greetings, drawings etc.

Promotion:

Promotion is very important and relevant term in Marketing of NGOs (McGregor, 2014; Kindness and Gordon, 2001). Promotion as the integrated use of advertising, direct marketing, publicity, sponsorship, public relations and personal selling plays a vital role in the NGO's social marketing.

Physical Evidence:

Donors pay generously. Hence, they expect their money to be used for the correct purpose and hence 'physical evidence' of the 'use' of this money helps gain more donations.

Process:

There is a process of generating funds from donors and allocating it to projects which imparts benefits to the community. Hence the process through which NGOs generate funds from Donor Agencies is crucial in NGOs sector

People:

NGOs are completely people-oriented Organizations. Non-paid Volunteers who help on various projects are the most important people involved in NGOs. Apart from that founders and members of NGO and the employees etc. are the people who work of the community through NGOs.

In addition to the NGO setting comprising of the 7Ps, there are four additional social marketing Ps known as the:

Publics:

Social marketers often have many different audiences that their program has to address in order to be successful. "Publics" refers to both the external and internal groups involved in the program. External publics include the target audience, secondary audiences, policymakers, and gatekeepers, while the internal publics are those who are involved in some way with either approval or implementation of the program.

Partnership:

Social and health issues are often so complex that one agency can't make a dent by itself. You need to team up with other organizations in the community to really be effective. You need to figure out which organizations have similar goals to yours--not necessarily the same goals and identify ways you can work together. This element in the P for social marketing is very important as will be elaborated below.

Policy:

Social marketing programs can do well in motivating individual behavior change, but that is difficult to sustain unless the environment they're in supports that change for the long run.

Often, policy change is needed, and media advocacy programs can be an effective complement to a social marketing program.



Purse Strings:

Most organizations that develop social marketing programs operate through funds provided by sources such as foundations, governmental grants or donations. This adds another dimension to the strategy development-namely, where will you get the money to create your program?

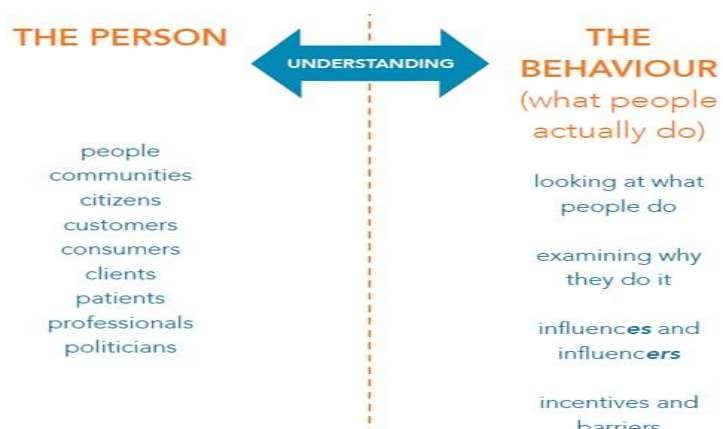
Each element of the marketing mix should be taken into consideration as the program is developed, for they are the core of the marketing effort. Research is used to elucidate and shape the final product, price, place, promotion and related decisions (Weinreich, 2006)

## 2.4 The Primary Beneficiary of Social Marketing is Society

In contrast to commercial marketing where the beneficiary is the corporate shareholder, for the social marketing program the primary beneficiary is the society (Parthasarathy, 2012). The question many ask about is who determines whether the social change created by the program will be beneficial? (Valentine and Thomson, 2014). Most of the time, causes supported by social marketing efforts draw that the cause is good, for example, abortion (Deshpande and Lee, 2013; Kotler and Lee, 2009; Smith, 2011). Besides, social marketing helps to decide:

- Which people to work with
- What behaviour to influence
- How to go about it

How to measure it to encourage a behaviour change as shown in the diagram below (National Social Marketing Centre, 2010).



### 2.4.1 Social issues that can be addressed by successful change in behaviors

Table 1 presents 50 major social issues that could benefit from the application of social marketing principles and techniques. This is only a fractional list but representative of the five major arenas social marketing efforts usually focus on: health promotion, injury prevention, environmental protection, community involvement, and financial well-being (Faden and Shebaya, 2010; Healthy Territory, 2011; US Department of Health & Human Services, 2014). For each of the social issues listed, the status could improve if and when we are successful in increasing the adoption of desired related behaviors.

**Table 1: 50 Major Issues Social Marketing Can Impact**

<b>Health-Related Behaviors to Impact</b>	
Tobacco Use	One in five (20.6%) adults 18 and older smokes cigarettes.
Heavy/Binge Drinking	More than a fourth (26%) of 18- to 24-year-olds binge drink (have five or more drinks on one occasion).
Fetal Alcohol Syndrome	3.3% of pregnant women binge drink and 8.3% drink frequently.
Obesity	Almost half (49.4%) of adults do not exercise at recommended levels.
Teen Pregnancy	37% of sexually active 9th through 12th graders did not use a condom during their last sexual intercourse.
HIV/AIDS	About a fourth (24% to 27%) of Americans living with HIV are unaware of their infection.
Fruit and Vegetable Intake	More than three out of four adults (76.5%) do not consume the recommended five or more servings a day.
High Cholesterol	23% of adults have never had their cholesterol checked.
Breastfeeding	57% of mothers do not meet recommendations to breastfeed infants until they reach at least six months.
Breast Cancer	25% of women 40 and older have not had a mammogram within the past two years.
Prostate Cancer	48% of men 40 and older have not had a PSA test within the past two years.
Colon Cancer	In 2010, 35% of adults 50 and older had never had a sigmoidoscopy or colonoscopy.
Birth Defects	60% of women of childbearing age are not taking a multivitamin containing folic acid.
Immunizations	10% of 29- to 35-month-old children are not receiving all recommended vaccinations.
Skin Cancer	Only 9% of youths wear sunscreen most of the time.
Oral Health	30% of adults have not visited a dentist or dental clinic in the past year.

Diabetes	One third of 20.8 million Americans with diabetes are not aware that they have the disease.
Blood Pressure	30% of the estimated 60 million Americans with high blood pressure don't know they have it.
Eating Disorders	57% of college students cite cultural pressures to be thin as a cause of eating disorders.
<b>Injury Prevention–Related Behaviors to Impact</b>	
Drinking and Driving	16% of high school students report having ridden one or more times in the past year in a car driven by someone who had been drinking.
Seatbelts	Observation surveys nationwide indicate that at least 16% of people do not wear a seatbelt.
Head Injuries	More than a third (35%) of children riding bicycles wear helmets improperly.
Proper Safety Restraints for Children in Cars	83% of children ages four to eight ride improperly restrained in adult safety belts.
Suicide	8.4% of 9th through 12th graders attempted suicide one or more times during the past 12 months.
Domestic Violence	Around the world, at least one woman in every three has been beaten, coerced into sex, or otherwise abused in her lifetime. Most often the abuser is a member of her own family.
Gun Storage	An estimated 3.3 million children in the United States live in households with firearms that are always or sometimes kept loaded and unlocked.
School Violence	5% of students in high schools reported carrying a gun onto school property during a given month.
Fires	Roughly half of home fire deaths result from fires in the small percentage (4%) of homes with no smoke alarms.
Falls	More than one third of adults 65 and older fall each year. In 2003, more than 13,700 people 65+ died from injuries related to falls.
Household Poisons	More than 4 million accidental poisonings are reported each year; 65% of those involve children, and the most common poisoning agents among small children are vitamins, aspirins, cleaning products, and beauty supplies.
<b>Environmental Behaviors to Impact</b>	
Waste Reduction	Only 50% of all paper, 45% of all aluminum beer and soft drink cans, and 34% of all plastic soft drink bottles are recycled.
Wildlife Habitat Protection	Roughly 70% of the major marine fish stocks depleted from overfishing are being fished at their biological limit.
Forest Destruction	About 15 million trees are cut down annually to produce the estimated 10 billion paper bags we go through each year in the United States.

Toxic Fertilizers and Pesticides	An estimated 76% of households use harmful insecticides, and an estimated 85% have at least one pesticide in storage.
Water Conservation	A leaky toilet can waste as much as 200 gallons a day.
Air Pollution From Automobiles	An estimated 76% of commuters in the United States drive alone to work.
Air Pollution From Other Sources	If every household in the United States replaced their five most frequently used light fixtures with bulbs that have the ENERGY STAR® label, more than 1 trillion pounds of greenhouse gas emissions would be prevented.
Composting Garbage and Yard Waste	30% to 50% of all trash that ends up in a landfill in the United States could have been composted.
Unintentional Fires	An average of 106,400 wildfires are estimated to break out each year in the United States; about 9 out of 10 are started by carelessness.
Litter	Each year, over 4.5 trillion non-biodegradable cigarette butts are littered worldwide.
Watershed Protection	At least 40% of Americans don't pick up their dogs' waste.
<b>Community Involvement Behaviors to Impact</b>	
Organ Donation	As of June 30, 2011, 111,814 patients were on a waiting list for an organ transplant.
Blood Donation	60% of the U.S. population is eligible to give blood, but only 5% do in a given year.
Voting	Only 64% of the eligible voting-age population voted in the 2008 U.S. presidential election.
Literacy	Only 16% of children are read a bedtime story every night compared to 33% of their parents' generation.
Identity Theft	About 3.6 million U.S. households (3%) were victims of at least one type of identity theft during a six-month period in 2004.
Animal Adoption	Over 10 million animals in shelters are not adopted and are euthanized each year.
<b>Financial Behaviors to Impact</b>	
Establishing Bank Accounts	Nearly a quarter of the workforce in the U.S. has no bank account.
Bankruptcy	Job loss is a big cause of bankruptcy because people who don't have emergency funds often live off credit cards while they are unemployed.
Fraud	More than a quarter (26%) of U.S. adults has been victimized by fraudulent telemarketing techniques at some point in their lives.

Note: Statistics are estimated and approximate. Data are for the United States

Source: Smith, B., "The 50 Major Issues Social Marketing Can Impact" (2011)

### 2.4.2 What are other ways to trim down social issues?

It is true that the Social marketing approach has an immense potential to affect major social problems but it is clearly not the only approach to diminish a social issue, and social marketers are not the only ones who can be influential (Evans, 2006). Other forces and organizations, which some describe as upstream factors and midstream influential, others, can affect individual behaviors downstream. Included upstream are technological innovations, scientific discoveries, economic pressures, laws, improved infrastructures, changes in corporate business practices, new school policies, public education, and the media (Smith, 2011; Organisation for Economic Co-operation and Development \_OECD', 2012). Midstream influences are family members, friends, neighbors, church leaders, healthcare providers, entertainers, Facebook friends, and others our target audiences listen to, observe, or look up to (Cheng *et al.*, 2009).

#### *Technology:*

Technological advancement can be very beneficial towards society's safety issues. Some examples are: introducing new gas pumps that slow down the ability to top off the tank, thus evading ozone-menacing spillage (West's Encyclopedia of American Law, 2005); some cars have automatic seatbelts that wrap around the passenger once the door is closed (Berardo, 2006; McIntosh, 2014). Moreover, in some states, ignition locks require Breathalyzers for serious offenders, and Mothers Against Drunk Driving (MADD) is advocating that automobile manufacturers be required to include high-tech alcohol sensors in all new cars to prevent the high rate of fatal accidents due to alcohol (Johnston *et al.*, 2011).

#### *Science:*

Medical discoveries may eventually provide vaccinations for certain cancers, such as one released in 2009 for 11- to 26-year-olds to help prevent cervical cancer (Diaz, 2010). Deshpande and Lee (2013) stated that in 2006, researchers at the Mayo Clinic proclaimed they were close to discovering a shot that could be given to smokers to help them quit (if not ensure smoking cessation).

*Legal/political/policy making:* Sometimes when all else fails, the laws have to get tougher, especially when the vast majority of the market has adopted the behavior and only the most

resistant are still holding out (late adopters and laggards, as they are labeled in marketing). As of April 2011, 31 states and the District of Columbia ban text messaging for all drivers. All U.S. states now have a 0.08% blood alcohol level limit for drinking and driving, more strict than the prior 0.10% (Smith, 2011). Some states have considered laws requiring deposits on cigarettes similar to those requiring deposits on beverage containers (and rewarding their return). And in a policy statement published in December 2006 in the journal *Pediatrics*, the American Academy of Pediatrics asked Congress and the Federal Communications Commission to impose severe limits on children-targeted advertising, including banning junk food ads during shows viewed predominantly by those under age eight (Miryala, 2015).

*Improved infrastructures and built environments:* If we really want more people to ride bikes to work, we'll need more bike lanes, not just bike paths. If we really want to reduce cigarette butt littering on roadways, perhaps automobile manufacturers could help out by building in smoke-free cigarette butt containers so that disposing a cigarette inside the car is just as convenient as tossing it out the window (Zelada, 2015). If we want to reduce electricity consumption, perhaps more hotels could ensure that lights in rooms can only be turned on when the room key is inserted in a master switch and therefore automatically turned off when guests leave the room with their key (Inge, 2006). And if we want more people at work to take the stairs instead of the elevators, we may want to have elevators skip the first three floors except in cases of emergency or to accommodate those with a physical disability and we certainly want to take a look at the cleanliness and lighting of the stairway. How about a little music? And social marketers can play a huge role in influencing policy makers and corporations to make these changes.

*Changes in corporate policies and business practices:* In 2010, the American Beverage Association announced their Clear on Calories initiative in support of First Lady Michelle Obama's anti-obesity campaign. Instead of printing the number of calories per serving on the back of a can in small print, members will print the number in large print on the front of the can—and the number will represent the total calories per container, versus per serving, since most consumers drink the entire can.

Each of these efforts will positively impact the same social issues that social marketers are trying to address.

*Schools:* School district policies and offerings can contribute significantly in all social arenas, providing channels of distribution for social marketing efforts: health (e.g., offering healthier options in school cafeterias and regularly scheduled physical activity classes), safety (e.g., requiring students to wear ID badges), environmental protection (e.g., providing recycling containers in each classroom), and community involvement (e.g., offering school gymnasiums for blood donation drives).

*Education:* The line between social marketing and education is actually a clear one, with education serving a useful tool for the social marketer, but one that does not work alone. Most often, education is used to communicate information and/or build skills but does not give the same attention and rigor to creating and sustaining behavior adoption. It primarily applies only one of the four marketing tools, that of promotion. Many in the field agree that when the information is motivating (e.g., the finding that secondhand tobacco smoke increases the risk of sudden infant death syndrome), it can move a market from inaction even resistance to action very quickly. This, however, is unfortunately not typical. Consider the fact that death threats for tobacco use have been posted right on cigarette packs for decades, and yet WHO estimates that 29% of youths and adults (ages 15 and older) worldwide still smoke cigarettes. Marketing (benefits in exchange for behaviors) has often been missing in action.

*Media:* News and entertainment media have powerful influences on individual behaviors as they shape values, are relied on for current events/trends, and create social norms. Many argue, for example, that the casual and sensational attitude of movies and television toward sex has been a major contribution to the problems we see among young people today. On the flip side, the media was a powerful factor influencing people to donate time and resources to victims of the earthquake in Haiti and the tsunami in Japan.

## 2.5 Generic Social Marketing skills and competencies

Another way to cut back on social problem which is of great relevance to the study is to adopt HRD strategies to meet the social marketing objectives. Obviously, social marketing requires marketing skills and of course the people who will execute the marketing (the marketer). Therefore, due emphasis will be laid on the skills, competencies and capabilities to be imparted in a social marketing program for the marketer to be more proficient in influencing the change in behavior. Jamieson (2014) put forward a success triangle with three attributes; knowledge, skills and attitude that the marketer should possess to have an effective impact on the social issue to be addressed.

Engaging in social marketing is a demanding and varied profession requiring an almost limitless range of knowledge and expertise with a well-rounded set of basic social work skills which will function well in most situations (John, 2012). There are many qualities that every social worker must possess as elaborated below in order to fulfill the role of a social marketer. i. Empathy

Empathy is the ability to deeply relate and connect with the people's situation they are facing and help them sort out their problems through both an intellectual and emotional process (National Center for Education Statistics, 2012). Most social workers are empathetic by nature; in fact, empathy is the main rationale as to why people enter this profession (Gerdes and Segal, 2009; Mendez, 2014).

### ii. Boundary Setting

Besides being empathetic, a social worker must also set up boundaries such as accepting the limits of what can be accomplished during a specified period of time (Dorleem, 2012; Vigil, 2012, Millie, 2013). The nature of this challenging profession can be all consuming, especially for those who sense their work is never truly complete. Ascertaining limits and setting milestones can help set expectations that are more easily accepted (Blogger, 2011).

### iii. Active Listening

The talent of listening carefully, asking significant questions and retaining verbally transmitted information is vital to encourage social work (Norsigian, 2012; Sabin, 2012;



Whitelock, 2014). This is how trust is built by discovering valuable details about the individuals (Conley, 2012) who are seeking help in understanding their unique circumstances.

iv. Social Perceptiveness

In addition to receiving and processing verbal information, a social worker must also possess good nonverbal communications such as good body language, social cues, implications and cultural patterns of behavior (Lehman *et al.*, 2012; Mizrahi and Mayden, 2001; Walsh, 2012). Moreover, on one hand, some clients work towards their needs and solutions in a focused manner, while others necessitate a perceptive social worker to read between the lines in order to interpret their thoughts and feelings being held within (Ivanko, 2013).

v. Self-Awareness

Social workers regularly receive feedback on their performance from clients, supervisors and other sources, but there is no substitute for self-awareness. Being able to evaluate one's own performance and work toward making it better while taking valid criticism and appreciation into account is an invaluable skill and ensuring quality improvement of the personnel (Social Worker Code of Ethics, 2014; Rockville, 2009).

vi. Organization

Social workers are often required to deal with busy schedules, heavy caseloads and unnecessary paperwork (British Association of Social Worker, 2012; Mack, 2012). Effectively organizing and prioritizing the logistical features of the job can help the social worker maximize on the amount of time he will have on his schedule to provide meaningful services to his clients.

vii. Coordination

The ability to harmonize communication and action among multiple parties is a crucial part of a social worker's role in connecting clients with services that will improve their living (Dickens, 2011; Pearson, 2012).

viii. Persuasion

Whether it is to assist a client change behavior (Newman, 1994), inspire a healthcare worker to offer service or justify coverage of expenses to an insurance provider, the talent to manipulate or to invite others to take action is priceless to any social worker.

ix. Cooperation

Just as often as gentle persuasion might solve a problem, active cooperation can provide an efficient alternative route to a mutually satisfying solution. Being able to negotiate, compromise and work well with others is essential to the coordination of efforts required in social work (Simatupang *et al.*, 2006; West *et al.*, 2003).

x. Relaxation and De-compression

Social work is an intensely compensating profession, but it can also be extremely full of stress involving lives of people (Australian Institute of family studies, 2014; Smullens, 2012). It is essential for the social worker to have a work life balance by leaving the work at the office and enjoying himself in order to remain engaged and effective at work and to deliver the best to his clients, (Young, 2012).

By the very nature of the social worker, most of the qualities and skills identified here are innate to their own personalities. Acknowledging their importance and maintain their capacity to leverage their advantages, and their future in the profession will most certainly be meaningful and satisfying. Consequently, to ensure that the social workers are equipped with all the skills and competencies as mentioned above, it is necessary to link the required competencies with the four quadrants proposed by Kotler (2002) pertaining to the health issues, safety issues, environmental issues and community-building issues.

## **2.6 Developing specific skills and competencies**

Instilling precise skills and competences through proper Human Resource Development of NGOs' workers will eventually impact on improving the society's health problems with the help of social marketing. Social marketing works best when it is based on good research, behavior-change model where it stimulates people's motivations to respond,

removes barriers to responding, provides opportunities to respond, and, where relevant, the skills and means to respond (Donovan, 2005).

### 2.6.1 Skills required to remedy health issues

The three major issues affecting the society's health are: AIDS, drugs and alcoholism which are elaborated below with suitable skills required for proper execution of campaigns. Catering for health issues being sensitive requires a lot of investment on the quality of social worker to work for social marketing.

Despite the epidemic of HIV/AIDS in South Africa, efforts to establish a coordinated national policy and related action response were slow to develop (Schneider and Stein 2001; Butler 2005; Gauri and Lieberman 2006). To date, most of the major policy efforts have been to address strengthening of the national healthcare system. In one sense, South African HIV/AIDS policy focuses primarily on building capacity in the nations' healthcare system to respond to the AIDS crisis. Yet, historically policy has tended to overlook, or at least minimize, the development of one of the most potentially critical factors in addressing the AIDS crisis: the work of NGOs. Therefore, there is a need for research to examine how to build capacity in the South African healthcare system in its broadest sense in order to affect the AIDS crisis that recognizes and fully embraces the work and future capacity of these NGOs. Many HIV/ AIDS programs overseas provide information and condoms, and in some cases harm reduction services. However, few employ participatory approaches, address public policies and the social factors that fuel the epidemic, and build the capacity of associations of vulnerable groups (Pathfinder advocacy, 2006).

In regards to the growing concern about illicit drugs use by young people more specifically, social marketing aims to implement awareness campaigns about its adverse effect physically, emotionally and socially (Clifford, 2005). As Carroll (2005) said, formative research was critical in identifying the most effective communication messages to be promoted through particular campaigns which eventually with proper capacity building lead to a significant reduction in the prevalence of smoking over the period of the National Tobacco campaign (Australian Institute of Health and Welfare, 2005; 2004; Social Research Centre,

2005). Besides, the National Alcohol campaign has also proved a reduction in the proportion of younger teenagers who drink excessively (King *et al.*, 2005).

One thing is known to change the behavior of people, the first skill that the social marketer should possess is to get people to link their actual pattern of behavior with harms (MacAvoy, 2005) and to make them accept the change that the marketer wants them to adopt. Social workers must be there to facilitate the individual's acceptance towards changing his behavior by holding a good social and communication skills, urge-specific coping skills and cognitive behavioral mood management (Monti and Rohsenow, 1999). Besides, education must be provided to the social marketer on how to assist and treat and also how to give appropriate attention to individual needs, culture, gender and in the goals for treatment outcome (International Center for Alcohol Policies, 2015).

### 2.6.2 Skills required to remedy safety issues

Safety issues are very important for the society. These can take the form of safe driving, prevention of injuries and crime prevention.

- Health and safety

As Mustard (2008) said, the objective of social marketing was to reduce the incidence of workplace accidents arising from slips, trips and falls by 15% over two years in Germany between 2003 and 2005.

While everyone is at risk for injury, there are definite patterns associated with age, gender, geography and socio-economic status. Infants and toddlers are at particular risk for falls, poisoning, drowning, burns, scalds and suffocation. School-age children are most likely to suffer traffic-related and playground injuries. Teens and young adults are at highest risk for injuries related to traffic, sports and the workplace. Older adults are most at risk for serious injuries due to falls. Young men tend to take larger risks than young women and are associated with a disproportionately high number of motor vehicle collisions (Parsons and Perazzo, 2010). As such, social marketing programmes have a role in reducing these types of injuries through real life presentation rather than an audio visual presentation. Hence, social

marketers must be highly skilled for preparing and presenting such simulation exercises to create maximum impact (Harman and Murphy, 2008).

- Road safety

Societies around the world are increasingly focused on problems of accidents on road and there is an accelerating demand for safety measures (Tuck, 2015). Road safety is a vital public concern and one that affects each of us every day. We all have a social responsibility to ensure safety on our roads. In addition, safe driving is equally significant in view of reducing accidents on road. In regards to road safety, bike education was provided to increase safety which was confirmed by 96% of the Texas people (Kassirer, 2010). To create an impact on the people's behavior, the use of fear appeals is perhaps the most common tactic for social marketing with threats of physical harm including injury and death used more frequently than social threats (Harman and Murphy, 2008). Besides, implementing road safety publicity campaigns requires marketer with a combination of both behavioral and social science skills to design the content of the campaign and good marketing, social advocacy and advertising skills when delivering the messages (Global Road Safety Partnership, 2014).

- Crime prevention

Both nationally and internationally, social marketing represents one strategy to challenge violence-supportive attitudes and behaviors; it has a growing presence in primary prevention efforts that focus on responding to the key determinants of violence (Castelino *et al.*, 2013). Crime problems represent the greatest threat to the safety, security and cohesiveness of communities and particular actions should be made in the following areas (Australian Institute of Criminology (2012):

- Reducing alcohol-related violence

Studies have shown that the majority of people who consume alcohol do not engage in violent behavior but there is evidence of a relationship between the excessive consumption of alcohol and an increased risk of being a victim or perpetrator of assault (Institute of Alcohol Studies, 2014; Markowitz, 2001; Testa and Livingston, 2009). To trim down alcohol-related violence,

several actions that a social marketer must perform are the promotion of responsible attitudes to alcohol and drinking behavior; maintaining effective regulatory controls over the supply and availability of alcohol with the help of the government and to create awareness of the problems associated with alcohol (Blocker, 2006; Komro and Toomey., 2002).

- Preventing child abuse and neglect

Over the years, the number of children being abused or neglected has increased leading to psychological and physical trauma for the children (Floor, 2013). Effective crime prevention involves developing and implementing evidence-based strategies to support families and promote positive parenting practices among those people who are at risk of child abuse and neglect—including parents with drug or alcohol problems, adolescent parents, families with parents or children with special needs, mental illness and intimate partner violence (Kumpfer, 2014). To tackle these problem NGOs workers must improve coordination with criminal justice agencies, domestic violence and child protection services to assist in the prevention of children's early exposure to domestic violence, deal with physical, emotional and sexual abuse and neglect, and prevent the intergenerational transmission of violent attitudes and behaviors and/or subsequent victimization.

- Reducing violence against women

Violence against women is a composite problem and therefore a complex, focused and comprehensive approach is required to add to the protection and security of women, assemble the bonds based on respect and equal opportunity and transform social norms that negate women's potential to live fully engaged and healthy lives (Roper and Pettit, 2003). Studies have shown that the majority of family and domestic violence have been inflicted by men on women (Bagshaw and Chung, 2000). Social marketers must be equipped with good social marketing strategies that aim to promote cultural and behavioral change in order to change male attitudes and behaviors (Evans, 2006; Smith, 2006). Moreover, social marketers must be trained to act as a facilitator in communicating and responding to the victim's problems (Castelino *et al.*, 2013). The ability to encourage women victims to report their difficulties

and know that they are never at fault is the prime role of a social marketer (Crosson-Tower, 2003). Besides, they are also engaged in increasing the awareness that violence against women is not acceptable and is a crime (Australian Federal Government, 2014).

### 2.6.3 Skills required to remedy environmental issues

Social marketing is a useful marketing principle that is applied to campaigns and efforts to influence social action to address environmental problems (Newton-Ward, 2009). The focus here turns to the environment, and how social marketing can be successful to change environmental behavior (Kotler *et al.*, 2012).

- Clean air

Social marketing aims at engaging in program goals such as educating people on transportation by increasing sustainable and active transportation such as biking, walking and carpooling; providing education on air quality, climate change, health and the reduction in greenhouse gas emissions (Laframboise and Henault, 2014).

- Climate change

Environmental education, fostering ecological ‘citizenship’ (Dobson, 2010) and engaging people at the level of social networks rather than as segmented individuals holds out far greater promise for the sorts of ambitious societal transformations that will be required to tackle climate change.

- Energy

Utilities and governments across North America are discovering the power of applying social marketing strategies to the difficult task of changing residential consumers’ attitudes and behaviors related to energy conservation (Hummer, 2010). In providing information, the social marketer must have persuasive skills for the people to act on the information that they receive.

- Pollution prevention

According to Ingram and Bird (2012) supported by the US EPA Pesticide Environmental Stewardship Program, the project on pollution prevention education is employing a social

marketing approach to understand and redesign educational outreach strategies that promote pollution prevention behaviors among US people (Ingram and Bird, 2012). In 2008, Action Research completed a nationwide telephone survey, field observations, and intercept surveys on the psychological and situational factors associated with littering behavior. Social marketing can be harnessed to foster more sustainable communities by developing innovative programs from around the world, including the United States, Canada, Australia, Spain and Jordan (McKenzie-Mohr *et al.*, 2011).

#### 2.6.4 Skills required to remedy community-building issues

To deal with community-building issues, there are several skills that a social marketer must possess. These are: the interest and commitment they have while helping others in difficulties, the ability to communicate clearly and sensitively with vulnerable people and their families; knowledge of the emotional and practical difficulties a client may face, good listening skills, an empathetic approach to clients, the ability to gain the trust of clients and their families and to build good relationships with vulnerable people, the ability to carry out practical and domestic duties, good leadership skills, good problem solving abilities, an organized, efficient and flexible approach to the job, the ability to work independently and as part of a team a knowledge of changing standards and codes of conduct in the social care sector, a commitment to equal opportunities, time management skills and the ability to meet the needs of several clients at one time, a high level of patience and emotional resilience, a non-judgmental attitude regardless of the client's needs or situation, the ability to communicate with other healthcare and social work professionals, good written communication skills and show respect for client confidentiality (Fubra Limited, 2013).

- Prostitution

Pathfinder advocacy (2006) implements programs with vulnerable groups that recognize the totality of individuals and not just their sexual or drug use behavior, moving beyond condom and social marketing to include advocacy, harm reduction, capacity building, community development and nurturing of enabling factors. Besides, to help vulnerable women earn a sustainable living without exposing themselves to HIV/AIDS through prostitution, the



Community Vocational Training School (CVTS) offers training in tailoring, workshops on HIV/AIDS prevention and reproductive health as well as literacy and English classes (Global Grassroots, 2014).

- Women rights

Studies have shown the realization of what people saw as personal problems were in fact social ones and that solutions and control over women's lives can only be gained if all women act together towards finding the social solution (Booth *et al.*, 1972). Besides women must be made aware that their brains differ to that of men and they use more of their cerebral cortex for solving problems as compared to men (WebMD, 2005). Therefore, NGOs should create opportunities for women to exchange experience and knowledge, and launch partnerships to educate and train a new generation of women to enter the public sector with the strategic leadership skills, energy, and commitment required to tackle social problems (Mills College, 2014).

- Job search assistance

Mismatch on the job where it affects economic and social outcomes negatively, can be tackled in various ways. To investigate the reasons behind not finding a job is important for the social marketer. In the case of under-skilling, skills development must be provided. Quality career guidance thus becomes a critical part of any skills strategy. Competent personnel who have the latest labour-market information at their fingertips can steer individuals to the learning programmes that would be best for their prospective careers (OECD, 2014).

## **2.7 NGOs and Human Resource Development (HRD)**

As a result of the evolution of social causes, HRD principles and processes are now being used increasingly in community and national development. As mentioned in the PM Editorial (2000), certain objectives and activities need to be considered to relate social marketing to HR's advantage. Besides, when planning on building objectives for social marketing campaigns, personnel needs must be involved. In fact, two issues of *Advances in Developing Human Resources* (Lynham, Paprock, & Cunningham, 2006; McLean, Osman-Gani, & Cho,

2004) focused entirely on how human resource development principles are being used for national development in many aspects, including health, safety, education, productivity, culture, and so on. The social endeavors into HRD will insist on HRD practitioners to join hands with social NGOs in their mission of promoting sustainable community and national development.

### 2.7.1 HRD in building social marketing

HRD has an important role in societal development and its tools can be used by NGOs to build capacity through enhancing human and social capital, to expand life-long learning opportunities for citizens or to build a knowledge infrastructure. In such efforts, a systematic approach marked by collaboration and partnership among NGOs, private sector organizations, local and central government agencies can be considered. These partnerships can provide for consultants, using core HRD tools such as training, coaching and mentoring, to work with the NGOs in societal development for the purposes of improving and developing communities. In so doing, the sharing of knowledge and expertise will enhance the NGO workers' capabilities. Furthermore, for leadership development and career development, NGO workers can apply HRD tools like needs assessment, process consultation, facilitation, action learning and knowledge management, to a broad range of situations to produce desired outcomes such as promoting community empowerment and poverty alleviation (Kim, 2012; Mc Lean *et al.*, 2012). Similarly, the HRD tools can inculcate NGOs' workers with social marketing skills where they will be able to adapt and adopt commercial marketing principles and techniques to engender social good (Gordon, 2012).

### 2.7.2 How HRD is used to support societal development through NGOs and other enterprises?

Further, Metcalf and Rees (2005) suggested that NGOs are a dominant stakeholder in NHRD policies based on their role in research and policy development. The HRD literature speaks very little about learning and development within NGOs although a small body of literature does exist in adult education (Baatjes and Mathe 2004), community development (Ramirez 1990), and public administration (Cook, Staniforth, and Stewart 1997; Edwards 1997). According to Metcalfe and Rees (2005), NGOs play a vital role in the economies of

developing nations and therefore, it is essential that learning be considered an essential component of organizational effectiveness in NGOs (Edwards 1997). Yet, research related to training and development, career development, and organization development in the NGO sector is limited. Others have more recently pointed to the need for broader approaches to HRD focusing on efforts to transform international NGOs into learning organizations (Bloch and Borges, 2002; Power, Maury, and Maury 2002). Therefore, as international organizations, such as UNAIDS, continue to seek alliances with NGOs, training and organization development research will be beneficial in informing the HRD practices of NGOs working with HIV/AIDS. Furthermore, little evidence exists to suggest that national policy fully acknowledges and includes NGOs in capacity building efforts. Global organizations, such as the World Bank, Healthlink, OXFAM, UNICEF, and the Global Fund, show a far greater recognition of the importance of NGOs as critical factors in developing countries (Metcalf and Rees 2005).

### 2.7.3 Partnership with Profit Organizations

Despite having NGOs working in the interest of the society, being in partnership with profit businesses will help in promoting individual and collective well-being and in finding common solutions to problems has been favourable (Damlamian, 2006). On one hand, profit businesses, managers adopt social marketing practices by holding positions in corporate social responsibility, corporate philanthropy, marketing, or community relations (Carroll and Shabana, 2010; Keller, 2013). This contribution in corporate social responsibility which is 2% of the annual book profit towards some well-defined programmes in Mauritius as stated by Ramtohul (2011) will help to promote a functional community in NGOs with complementary work plans that are relevant to the national development programme. On the other hand, managers and board members in nonprofit foundations do not always have the ability and resources to use social marketing to achieve their mission (Hurst and Lonner, 2011) and many times the lack of finance prevent them from achieving their aims and to operate (Global Policy Forum, 2012; Media Aids, 2012). Hence, it is important that these programs succeed from the point of view of professional managers who work in non-profit organizations as well as solving the social issues. Finally, social marketing knowledge can be utilized to meet objectives through non-profit organizations as well as for profit businesses who offer services to the vulnerable people (Centre for Corporate Public Affairs, 2008). Likewise, the

contribution of government agencies, voluntary individuals, advertising agencies, public relation firms, and marketing research firms will also help in achieving results through their engagement in social marketing campaigns.

### **2.8 Summary**

The whole concept of social marketing revolves around the change in people's behavior towards the promotion of a good social cause. It is one of the most important tool that can help in improving health, preventing injuries, protecting the environment and finally contributing to the community. Several studies have been done to identify the reasons for the social problems and how NGOs can remedy the situation. Human Resources Development has been one of the best ways by providing the social marketer with proper training, talent development and learning behavior patterns. Intense research should be done in Mauritius to know if is true to say that the most qualified social worker is to bring out the best results. These studies will help NGOs to know how human resource development can help them in their social marketing campaigns and their future success. Besides, partnerships with other profit organizations are to be considered as it is the only way out to deal with lack of funding in the NGO.

## **Chapter 3**

### **Methodology**

#### **3.0 Introduction**

This chapter aims to provide a greater insight on the research path that the remaining part of the study follows to address the research problem. No study has yet been conducted in Mauritius to investigate the social marketing culture of NGOs and how HRD can help in building the skills required by social marketer to create maximum impact on the victims of social issues. In this respect both exploratory and descriptive research would be carried out.

#### **3.1 Formulate Problem**

Social Marketing has been a major concern starting from health issues to environmental campaigns. Though there has been immense research and interest on the subject in developed nations, it is of similar importance to developed nations. Mauritius now shows increasing awareness to the topic in view of good business practices and as responsible employers. Thus, studying social marketing in Mauritius would provide greater insights on adapted social marketing mix proposition for greater sustainability of NGOs. Furthermore, it will identify areas of improvement on the National NGO Policy elaborated by the Ministry of Social Security, National Solidarity and Reform Institutions in line with the Government Programme 2012-2015. Important underlying depth would be uncovered revolving around subjects such as the attitudes in social marketing and general marketing of NGOs; the capacity building involvement of NGOs towards fostering a social marketing culture; the nature of partnerships between business community and NGOs for social and capital building and the contribution of social marketing for NGOs sustainability in Mauritius. The richness of the findings will help in improving existing social marketing practices, develop new ones and foster a capacity development program in line with social marketing evolving needs. For a safer and better Mauritius, the practice of social marketing should not only be a social or philanthropic generosity but be embedded in the business culture of organisation. As such the project will reinforce the NGO Sector in Mauritius, focusing on improving the legal framework and the policy environment, strengthening capacities of NGOs and enhancing

partnership between government, private sector and NGOs in the national development process.

### **3.2 The Main Objectives of the Research**

- i) To differentiate between social marketing from general marketing of NGOs through partaking in a social marketing position.
- ii) To analyze NGOs perceived value of social marketing and perceived impact from the knowledge gained in field work and during daily interaction with employees and clients.
- iii) To identify capacity building activities for NGOs with the right learning and development strategies towards fostering social marketing culture in NGOs
- iv) To investigate the nature of partnerships between business community and NGOs for human and social capital building
- v) To devise social marketing strategies to assist NGOs in the increase of products and expansion of access to and demand for products and services related to family planning, reproductive health, AIDS, drugs and child survival health products at both community and national level

### **3.3 Determine Research Design**

It is a research process as a series of steps in the methodical collection and analysis of marketing data. For this study, “*exploratory research was used to gain ideas about the subject under study*”, (Churchill, 1996). Besides, exploratory research was carried out in some business communities which contributed to CSR and the information was retrieved on the companies’ websites. Furthermore, **the experience survey** has helped to explore NGOs’ understanding and successful application of social marketing practices in various fields such as health, safety, environmental and community-building issues in the context of Mauritius as a developing nation. The literature search was implemented as part of the exploratory research and consequently, help in determining the best research design, data collection and selection of variables.

Moreover, descriptive research was also implemented to know the accurate description and relationship between variables. The main reason for concluding with descriptive research is

that it uses statistical methods utilizing a survey to get facts and numbers about certain characteristics, for example, the extent to which people are environment conscious.

### **3.3.1 Exploratory Research**

Initially, qualitative methods such as Grounded Theory are based on the following characteristics: holistic view, a philosophy of naturalistic inquiry and an inductive approach to data analysis (Patton, 1980) from a set of 20 NGOs. Besides, websites of the business communities who help NGOs in dealing with social issues affecting the lives of people will be considered to gather information. A purposive sampling technique will be used to guide the selection of companies and it will allow the researcher to use judgement to select people who will best answer the research questions and meet the research objectives (Saunders, Lewis and Thornhill, 2003) taking 12 best suited companies who contributed to a large extent to CSR from the list of Top 100 companies in 2014.

Evidences are collected from experience surveys where in-depth interviews with senior representatives of major NGOs will be conducted. The interviews will focus on the philosophy of NGOs, the nature of NGO interaction with companies, involvement of stakeholders and government, networking and collaboration with private organizations, the importance of embedding social marketing strategies, the contribution of capacity development for a sound social marketing culture in NGOs, prospects for the future development in social marketing amongst others.

The interview for the NGOs has shed light on the following:

- What do you understand by Social Marketing and do you apply same in the NGO?
- What are the types of Social marketing campaigns are you involved in?
- What are the required skills and competencies for NGO workers to engage in successful/ effective social marketing?
- How are these skills and competencies being built?
- What are the HRD initiatives taken to enhance those social marketing skills and competencies?
- Who are responsible for building those social marketing skills and competencies?

- To what extent are there partnerships among stakeholders to enhance social marketing skills and competencies of NGOs? How is knowledge about social marketing shared among the stakeholders and NGOs?
- What is facilitating the building of these skills and competencies?
- What is hampering the building of these skills and competencies?

### **3.3.2 Descriptive Research**

Qualitative data collection technique was used to gather information from 20 NGOs in the Mauritian context. This would address the key executives and employees of the NGOs.

### **3.3.3 Survey Instrument**

Questions will be designed to measure the likely impact (positive and negative) of a social marketing culture in the NGOs of Mauritius.

Specific questions and statements will encompass the challenges of NGOs in building and sustaining capacity development whilst promoting social marketing culture in NGOs of Mauritius and these are as follows:

#### 1) Attitudes on Social Marketing and General Marketing of NGOs

- ✓ Recognition of volunteerism and social work
- ✓ Professionalism of NGO's
- ✓ Financial capacity of NGOs
- ✓ How social marketing is different from general marketing?

#### 2) Capacity Building Activities for NGOs towards fostering social marketing

- ✓ Technical and managerial skills of the institutions
- ✓ Possibilities of scholarships, study tours, internships at regional and international level
- ✓ quality of human resources in NGOs
- ✓ Talent retention in NGOs
- ✓ High labour turnover
- ✓ inadequate incentives or absence of reward systems in NGOs

#### 3) Nature of partnerships between business community and NGOs for human and social capital building

- ✓ Networking collaborations from various institutions, MACOSS, NGO Trust Fund



4) Corporations' engagement with NGOs

- ✓ Sponsorship
- ✓ Single issue consultation
- ✓ Research cooperation
- ✓ Employee training and/or volunteerism
- ✓ Systematic dialogue
- ✓ Common projects/programs
- ✓ Strategic partnerships

5) The Contribution of Social Marketing for NGO Sustainability in Mauritius

- ✓ Embedding the social entrepreneurship and social marketing dimension within NGOs

### **3.4 Determine Data Collection Method**

For the present study, both primary data and secondary data have been collected. Secondary data was collected at the beginning through detailed reading in books and thesis, through the Internet, web pages and journal articles available online from electronic libraries like Emerald and Ebsco which provided a sense of comprehension and direction.

Primary research was also implemented as sometimes information received from secondary research became outdated. By carrying out surveys, greater collection of data from a sizeable population was obtained in a highly reasonable way by means of face-to-face interviews and these data was categorised, allowing for easy evaluation. The method chosen to collect information from the NGOs was face-to-face interviews as it was found to be the most appropriate to have high response rate. For the business communities contributing to CSR, information was received from secondary sources like Internet and books.

### **3.5 Design Sample**

Social marketing is a complex system comprising of a number of stakeholders and often requires the contribution of the government, NGOs and business communities to achieve social benefits. Social marketing can be achieved if the views of key stakeholders in social welfare development are understood and incorporated in the development process of the people in Mauritius through ongoing participation and commitment from all stakeholders that the long-term, integration of social and environmental goals can be achieved. Thus, sampling

has more advantages against other methods because smaller elements are collected to facilitate precision on designing and piloting of data collected. For this research, after the 20<sup>th</sup> in-depth interviews were accomplished, theoretical saturation was attained. Secondary information was as well collected from 12 business communities who are involved in social marketing practices in the view to explore the relationship between business communities and their involvement in helping NGOs to better understand social marketing. Table 3.1 shows the list of business communities and NGOs within assessment.

## 3.5.1 Data Collection

Table 3.1: Information retrieved from NGOs and business communities

	NGOs	Business Communities
Information retrieved from NGOs and business communities	<ol style="list-style-type: none"> <li>1. Societe Mauricienne pour la protection de l'Enfant (SMPE)</li> <li>2. Victim Support Mauritius</li> <li>3. Protection of Animals Welfare Society (PAWS)</li> <li>4. Mauritius Alliance of Women</li> <li>5. Anti-Violence Support Organisation</li> <li>6. Mauritian Organisation on Drugs and Aids (MODA)</li> <li>7. Women's Foundation for World Peace</li> <li>8. Societe for Aid to Children Inoperable in Mauritius (SACIM)</li> <li>9. Children Foundation</li> <li>10. Physically Handicapped Welfare Association</li> <li>11. Mauritius Mental Health Association (MMHA)</li> <li>12. Action Familiale</li> <li>13. Mauritian Wildlife Foundation</li> <li>14. Friends in Hope</li> <li>15. TiDiams</li> <li>16. Link to Life</li> <li>17. Alliance for Children</li> <li>18. Mauritius Family Planning and Welfare Association (MFPWA)</li> <li>19. Mauritius United Nations Association (MUNA)</li> <li>20. Teens in Control</li> </ol>	<ol style="list-style-type: none"> <li>1. Innodis</li> <li>2. ENL</li> <li>3. CIEL Group</li> <li>4. Emtel</li> <li>5. AML</li> <li>6. HarelMallac Group</li> <li>7. IBL</li> <li>8. Mauritius Telecom</li> <li>9. Meaders Feeds Limited</li> <li>10. Rogers and Co. Limited</li> <li>11. MCB</li> <li>12. SBM</li> </ol>
<b>TOTAL</b>	<b>20</b>	<b>12</b>

### **3.6 Relevance of Proposed Work**

The study will enable to deepen our understanding on effective social marketing strategies to be adopted by NGOs of developing nations. The research will provide greater insights on an adapted social marketing mix proposition for greater sustainability of NGOs. The various implications of creating and sustaining a social marketing culture will be addressed in the present study. The different dilemmas and challenges of embedding a social marketing culture for NGO executives will be also tapped. The results will also enlighten policy makers on several constructive measures to equip NGOs with effective social marketing strategies in the long term.

#### **3.6.1 Ethical Considerations**

The respondents were free to contribute or withdraw from the survey and a covering letter was designated to give a brief about the study. Besides, a verbal assurance was given to respondents concerning the confidentiality of information provided.

### **3.7 Summary**

The chapter has attempted to find out the steps towards data collection concerning the perception of the senior representatives of NGOs on social marketing and how they can use capacity building activities to be more effective when executing proper strategies.

## **Chapter 4**

### **Analysis and Findings**

#### **4.0 Introduction (NGOS IN MAURITIUS)**

Mauritius is a small island economy situated in the western Indian Ocean. The people of Mauritius are multi-ethnic, multi-religious and multi-cultural. Mauritius is highly ranked for democracy and for economic and political freedom. Along with the other Mascarene Islands, Mauritius is known for its varied flora and fauna, with many species endemic to the island. The island is widely known as the only known home of the dodo, which, along with several other avian species, was made extinct by human activities relatively shortly after the island's settlement. Despite its beautiful blend of freedom, stability, peace and colours, there is a rise in social issues impacting the Mauritian lives. Thus, the non-governmental organizations (NGOs) play an important social role where the number of NGOs has more than doubled after the introduction of CSR funds, supposedly to channel the tax on corporate profits towards financing various activities for the benefit of the underprivileged and vulnerable. Officially, there are 8,930 NGOs in Mauritius, more than the number of families living below the absolute poverty line, established as 7,016 in December 2011. The NGO policy of the island emphasizes on eradicating the four main areas of social concern like health issues, safety issues, environmental issues and community-building issues. Consequently, poverty and low education rate are the major area of concern and this has led government to strengthen the NGOs expansion to cover the needy people all around Mauritius.

The recognition of the need for NGOs is highlighted because of its support as philosophical backbone. This is one major role of NGOs as compared to other business organizations where the main focus is to distil the concepts of social issues by deriving a clear structure and concentrating all the efforts into remedying the issues of social problems. According to Willetts (2000), NGOs are known to be the voice of the people and to have greater legitimacy than governments. NGOs care for all the problems that society face and that are not catered for by profit making organizations.

## 4.1 Grounded Theory

Grounded Theory is a research tool which enables you to seek out and conceptualise the latent social patterns and structures of the area of interest through the process of constant comparison. The grounded theory approach was deemed suitable for this study which attempts to develop a conceptual framework explaining NGOs' views of social marketing and the contribution of business communities towards such an endeavor. Grounded theory was considered a theoretical framework and content analysis as a research method of textual data analysis (Patton, 2002). It was introduced in *The Discovery of Grounded Theory* (1967) by Glaser and Strauss as the discovery of theory from data systematically obtained and analyzed in social research (p. 1).

The Grounded Theory Institute, run by Glaser, one of the founders of grounded theory, defined it as follows:

Grounded Theory is an inductive methodology. Although many call Grounded Theory a qualitative method, it is not. It is a general method. It is the systematic generation of theory from systematic research. It is a set of rigorous research procedures leading to the emergence of conceptual categories. . . . Grounded Theory can be used with either qualitative or quantitative data. (Grounded Theory Institute, 2013)

Grounded Theory is based on several characteristics such as the holistic view, a philosophy of naturalistic inquiry, and an inductive approach to data analysis (Patton, 1980). Grounded theory is new modes of interaction and organization using methodology that is attentive to issues of interpretation and a process not binding itself too closely to longstanding assumptions (Suddaby, 2006). The type of concept that should be brought out from the grounded theory has two essential features. First, the concepts should be analytical, which is sufficiently generalized to assign distinctiveness of concrete entities and not the entities themselves. Secondly, they should be sensitizing yielding a meaningful picture and accompanied by illustrations that enable one to take hold of the allusion in terms of one's own experience (Glaser *et al.*, 1967). In addition, Punch (1998) and Kelle (2005) speculated that the grounded theory is focused only on inductive approach rather than deductive approach of inquiry. Besides, it is only a kind of logical reasoning whose premises are a set of empirical phenomena and whose conclusion is an explanatory hypothesis where journey of

theory development in grounded theory approach starts and ends with the data (Charmaz, 2014).

The theoretical sampling process in classic grounded theory begins with initial data collection and analysis (Glaser 1978). Open coding of raw data generates initial codes, which in turn stimulate further data collection. In the initial stages of analysis, codes are elicited rapidly and it is through a joint process of theoretical sampling and memo-writing that codes can be corrected, trimmed, and continually fitted to the data (Glaser 1978). Memo-writing enables the researcher to conceptualise the boundaries and properties of each category and illuminate gaps in the emerging theory, thus highlighting where to sample next and for what theoretical purpose (Glaser 1978). Constant comparison of codes yields a provisional set of conceptual categories, from which point new categories emerge and new incidents are fitted and re-fitted into existing categories.

Corbin and Strauss (1990) note that sampling in grounded theory research is not drawn from samples of specific groups and units of time but in terms of their concepts, properties, dimensions, and characteristics. Thus, a purposive sampling technique guided the selection of participants for this study. This type of sampling strategy allows a researcher to use judgment to select people who will best answer the research questions and meet the objective of the study (Saunders, Lewis, & Thornhill, 2003). Reviewing existing literature on social marketing stakeholders suggest that the latter has two categories: (1) NGOs and (2) business communities. As a result, participants were chosen to represent the two groups based on their contribution and experience of social marketing in Mauritius (Table 1). The participants in the NGOs were chosen according to their availability for an interview and they were chosen based on the four major issues of social concern and they were 20 in all. As for the business communities, 12 were chosen from the Top 100 companies and secondary data was retrieved on their websites from their exposure to CSR.

Grounded theory being a qualitative approach makes use of in-depth interview techniques for collecting data (Bhandari, 2013; Woods, 2013; Creswell, 2007; Joo, 2011), and think of descriptions according to the perception of the participants (i.e., emic interpretations) rather than only from the researcher's perspective (i.e., etic interpretations; Woodside, MacDonald, & Burford, 2004). Intensive interviewing and grounded theory work in parallel by analyzing the data collected from in-depth interviews conducted with the directors of the NGOs.

As recommended by Gill *et al.*, (2008), the interview schedule consisted of open-ended questions and was semi-structured in nature to make the process appears more natural and less rehearsed. Interview questions explored NGOs and business communities' views of social marketing culture and the HRD strategies to be adopted to better cater for the needs of the Mauritian society. Information on the general background of the participants and their experience and involvement with the social marketing were also sought. This was to ensure that the questions suited the participants' experience, thus, permitting a broader understanding on the environment of the participants be it the social, economic, political and cultural environment (Charmaz, 2006; Strauss & Corbin, 1998). The data collection took place in the months of January till May 2015 and the interviews lasted between 45 and 60 minutes.

**Table 4.1 Interview Participants**

NGO Number	Group of interest	Organisation
1	Health issues	Mauritian Organization on Drugs and Aids (MODA)
2	Society for Aid to Children Inoperable in	Mauritius (SACIM)
3	Children Foundation	
4	Action Familiale	
5	TiDiams	
6	Link to Life	
7	Safety issues	SocieteMauricienne pour la Protection de l'Enfant (SMPE)
8	Victim Support Mauritius	
9	Anti-Violence Support Organisation	
10	Environmental issues	Protection of Animals Welfare Society (PAWS)
11	Mauritian Wildlife Foundation	
12	Community-building issues	Mauritius Alliance of Women
13	Women's Foundation For World Peace	
14	Physically Handicapped	Welfare Association
15	Mauritius	Mental Health Association (MMHA)
16	Friends in Hope	



- 
- |    |  |
|----|--|
| 17 | Alliance for Children  |
| 18 | Mauritius Family Planning and Welfare<br>Association (MFPWA) |
| 19 | Mauritius United Nations Association<br>(MUNA)               |
| 20 | Teens in Control (TIC)                                       |
- 

A total of 20 in-depth interviews were accomplished and scrutinized because with the 20<sup>th</sup> participant, theoretical saturation was attained. Fresh data neither provided valuable additional insights nor revealed new properties of the core theoretical themes (Charmaz, 2006; Glaser & Strauss, 1967). At this stage, the categories used to code the data appeared to be established and there was sufficient consistency in the data that allowed us to determine that theoretical saturation was achieved and the research concerns are clear and the theoretical framework no longer changes (Auerbach *et al.*, 2003; Lincoln & Guba, 1985). While focusing on the grounded theory, there were no initial preconceived notions on what might be discerned rather an awareness of the topic (Johnson and Christensen, 2010). Thus, allowing proper interpretation of the situation and not destroying the original meaning of the data by those whose social expression was being investigated (Kaiser, 2009). Besides, Table 2 shows the list of the 12 business communities where secondary data was retrieved to know who were involved in CSR activities (Appendix 1) out of the Top 100 Companies in Mauritius.

**Table 4.2 Business Communities**

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1	Innodis	7	HarelMallac Group
2	ENL	8	IBL
3	Mauritius Telecom	9	Meaders Feeds Ltd
4	CIEL Group	10	Rogers and Co. Ltd
5	Emtel	11	MCB
6	AML	12	SBM

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## 4.2 Data Analysis and Interpretation

The data analysis relied on the key values of the grounded theory method and was conducted in two stages (Strauss & Corbin, 1990, 1998). Firstly, the collected information need to be properly scanned to get hold of better understanding of the data and deduce significant meaning by highlighting core words. The second stage involved the data coding where significant incidents, events, issues, processes, and relationships are kept apart. Corbin and Strauss (1990) elucidated coding as the process of concept labelling and categorizing. They reflected on the concept as a —basic unit of analysis‖ (p. 7). Concepts with the same phenomena can be grouped into a category (Corbin & Strauss, 1990). Coding is also expressed as —categorizing segments of data with a short name that simultaneously summarizes and accounts for each piece of data (Charmaz, 2006, p. 43) and as —the pivotal link between collecting data and developing an emergent theory to explain these data‖ (p. 46). Coding facilitate grasping the meaning of the data obtained. Along with the evolution of grounded theory, different versions of coding processes were proposed. Glaser (1978, 1992) suggested two stages of coding as substantive coding (consisting of open coding and selective coding) and theoretical coding. Corbin and Strauss (1990) suggested three stages of coding: open coding, axial coding, and selective coding. Several authors such as Charmaz (2006) and Strauss and Corbin (1990), cited proposed three types of coding: open coding, axial coding, and selective coding. Glaser (1992) defined open coding as —the initial step of theoretical analysis that pertains to the initial discovery of categories and their properties. It is —the interpretive process by which data are broken down analytically‖ (Corbin & Strauss, 1990). Line-by-line coding, as a method of conducting open coding, was used to analyze the data every sentence and even word by word (Khandkar, 2010). The purpose of line-by-line coding is to develop concepts, categories, and properties. The researchers reread the transcripts several times to understand the data and broke them down into manageable forms. For this particular study, Table 3 and Table 4 will show the line by line coding of respondents feedback on Social Marketing and skills and competences in NGOs respectively.

**Table 4.3**  
**Open Coding (Line-by-Line Coding)**

**PART I: Social Marketing**

Participants Views on Social Marketing (Extracted from Transcripts)	Open Coding (Line-by-Line Coding Using Gerunds)
<p>NGOs are engaged in crime prevention in terms of reducing alcohol-related violence on children and child who are abused and neglected coming from problematic families. Crime prevention is also made by creating public awareness and precautions to be taken by distributing pamphlet and by communicating via the radio stations in Mauritius.</p> <p>Moreover, the NGOs offer medical screening to the children. They also support HIV/ AIDS and drug awareness programs where information is provided to the public through seminars and workshops and condoms are given freely, and in some cases they provide for harm reduction services by presenting information on sexual and reproductive health. Provide counseling to teenagers and issue of sexual abstinence has been brought into the lime light.</p> <p>NGOs also target to create Cancer awareness campaigns in schools, banks, colleges, private companies, NGOs and Government organizations through pamphlet distribution and organize art therapy for those suffering from cancer.</p> <p>NGOs contribute in improving health by doing children's free eye test and providing children having diabetes Type 1 with a kit of free medical materials such as insulin syringes, glucometer, strips for blood glucose test. Besides, the children with inoperable deficiencies are being sent abroad for treatment and all responsibilities before and after the child goes through the operation while observing their medical and moral patterns fall under the aegis of the NGO.</p> <p>They organise causerie along with art competition on human values and essay competition</p>	<p>The NGOs also cater for mental retarded children</p> <p>Ensuring crime prevention;</p> <p>Reducing alcohol related violence on children;</p> <p>Creating public awareness campaigns on crime prevention;</p> <p>offering medical screening;</p> <p>Supporting HIV/AIDS; carrying drug awareness campaigns; planning seminars and workshops; providing free condoms and harm reduction services; providing counseling teenagers and issue of sexual abstinence;</p> <p>Creating cancer awareness campaigns in schools, banks, colleges, private companies, NGOs and Government organizations; distributing pamphlets; organizing art therapy;</p> <p>Helping to improve children's health; providing free medical materials;</p> <p>Treating children with inoperable deficiencies;</p>

providing medical and moral support; Organising causerie, essay and art competition on human values; Catering for mental retarded children; They also engage in pollution

Moreover, educational training on crime prevention is also given to primary and secondary children.

prevention campaigns and in protecting the nature to create cleaner surroundings. The NGOs also participate in exhibitions, give interviews to the media and collaborate with education authorities to sensitise people about environmental and conservation issues.

They ensure emancipation and development of women in society  
Preventing pollution; protecting nature;

They provide education and literacy to children by organizing music and sports days to expose new talents and to plan educational outings as well as tai chi and karate courses. The NGOs also provide activities such as group therapy, gym, outings, art and creativity, theatre, relaxation and individual psychological support.

participating in exhibitions,  
giving interviews to media; sensitising people about environmental and conservation issues;

Moreover, giving them courses on embroidery, cooking and sports activities and yoga sessions including respiratory exercises. They also do sewings work, quilting, embroidery, floral arrangements and undertake other subcontract jobs such as reconditioning of headsets for Air Mauritius.

Providing children care, educating the children to expose new talents and plan educational outings; providing tai chi and karate courses; providing group therapy, gym, outings, art and creativity, theatre, relaxation and individual psychological support;

They also provide educational campaigns to prevent domestic violence on women and contribute in alleviation of poverty through education of couples in impoverished areas. Besides, education is also provided to everyone including prisoners on natural methods of contraceptive and on how to prevent communicable diseases like the VIH/ SIDA.

Offering courses like embroidery, cooking and sports activities and yoga sessions including respiratory exercises; doing sewings work, quilting, embroidery, floral arrangements; undertaking other subcontract jobs such as reconditioning of headsets for Air Mauritius;

There is also a programme for police freshers as they consider that police officers should be aware of how to deal with victims and not to question the victims too much as they can collapse.

Preventing domestic violence on women; providing educational campaigns; alleviation of poverty; educating people including prisoners on natural contraceptive methods; preventing communicable diseases like the VIH/ SIDA;

Training police freshers on victims moral;

## Ensuring emancipation of women

Giving educational training on crime prevention to children;

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Table 3 provides an example of how the open coding (line-by-line coding) worked in practice for the NGOs implementation of Social marketing. The first column of the table contains all the raw data, extracted from the transcripts and the second column detailed the initial codes extracted from the raw data through line-by-line coding. The transcript of each participant was read and analyzed separately to identify the emerging ideas and views that were mentioned by each individual. Each interview transcript was read several times to understand how each participant viewed social marketing and to what extent they are involved. Every line of each interview transcript was analyzed carefully to extract specific information and participants' general views toward social marketing. For example, an NGO's view that—NGOs are engaged in crime prevention ...reducing alcohol-related violence on children and child who are abused and neglected coming from problematic families ... creating public awareness and precautions to be taken by distributing pamphlet and by communicating via the radio stations in Mauritius ... the NGOs offer medical screening to the children|| were coded as —Ensuring crime prevention,|| —reducing alcohol related violence on children,|| —creating public awareness campaigns,|| and —offering medical screening.|| Each and every attempt was made to stay close to the data without distorting the salient differences between and among the categories of respondents (Charmaz, 2006; Lairumbiet *al.*, 2011; Maxwell, 2008). A total of 34 initial codes were identified which summarized the data.

**Table 4.4 Open Coding (Line-by-Line Coding): A Sample PART II: Human Resources**

Participants Views on Skills and Competences in NGOs (Extracted from Transcripts)	Open Coding (Line-by-Line Coding Using Gerunds)
<p>NGOs require the help of volunteers to assist in training courses embroidery, cooking, sewing and sports. They get volunteers who were once victims or parents of victims and they can have the capacity to deeply relate and connect with people's situation. Some of them are retired contributing their expertise in the organization. Good behavioral skills that are needed in order to better manage the children. Ensuring the staff has active listening skills. They must show care to the victims so that the victims can feel at ease to open up.</p>	<p>Helping volunteers in training and development; Volunteering based on past experiences; skills retired people contribute to learning in the organization; possessing good behavioral skills; ensuring active listening skills; showing empathy to victims;</p>
<p>Capabilities and learning are enhanced by obtaining information from other NGOs dealing with the same social issue in order to better grasp knowledge. NGOs also learn using internal strategies to develop their potentials by researching on their own behavioral patterns or trends about certain issues.</p>	<p>Capacity development by knowledge sharing; utilizing internal strategies to capture behavioral patterns;</p>
<p>Contribution of knowledge and skills through partnership. Knowledge is acquired through problem-solving activities and obtaining information from other associates. Learning is also acquired when information is searched and acquired by their own through media and public sources</p>	<p>Knowledge sharing through partnership; acquiring knowledge; problem-solving activities; obtaining information for development;</p>
<p>For them, finance is of major concern when it pertains to the development and training of the staff. Some NGOs are given a training kit from NGOs abroad. Some NGOs work in collaboration with other NGOs or business communities to have some funding or sponsorship from the 2% CSR funding.</p>	<p>Finance hindering training and development; being given a training kit for capacity building activities; collaborating with other NGOs; funding of 2% CSR; sponsorship from other</p>

firms.

Table 4 gives an indication of how the open coding (line-by-line coding) is done for the skills and competences required in NGOs while dealing with the victims or the vulnerable people under the aegis of the NGOs. The first column of the table shows the unprocessed data taken from the transcripts which are later converted into initial codes through the line-by-line coding shown in the second column of Table 4. Each interview transcript was read and analysed carefully to understand to what extent the NGOs are involved in the training and development of their staffs or to what extent they are facing problems when it comes to the skills and competences of their employees. An example to show, finance is of major concern when it pertains to the development and training of the staff. Some NGOs are given a training kit from NGOs abroad. Some NGOs work in collaboration with other NGOs or business communities to have some funding or sponsorship from the 2% CSR funding were coded as Finance hindering training and development, being given a training kit for capacity building activities, collaborating with other NGOs, funding of 2% CSR and sponsorship from other firms. For the skills and competences of all the 20 NGOs, a total of 41 initial codes were spotted which summed up all the data.

This process of data analysis led to axial coding of the data.

Axial coding is a process of exploring the relationships among categories (Strauss, 1987). In axial coding, researchers relate categories with their subcategories, test the relationships against data, and test the hypothesis (Corbin & Strauss, 1990). Selective coding refers to the process by which researchers select one or more core categories intended to generate a story that connects the categories. Glaser's (1978) theoretical coding is a process of theorizing the relationships among substantial codes. At the end of the analysis, a theory, a set of theoretical propositions, is generated (Corbin & Strauss, 1990) using the theoretical coding which is the process to find relationships between codes and categories (Charmaz, 2006).

Strauss and Corbin (1998) also added that axial coding helps researchers to answer the when, where, why, who, how, and with what consequences questions.

Typically, it is used particularly in the middle and later stages of an analysis. In addition, Bohm (2004) speculated that in the same way as open coding, axial coding is applied to very short textual segments (in the sense of a detailed analysis), to larger extracts or to the entire text. For theory formation what is of particular importance is the development of

relationships between the axial categories and the categories that are related to them in terms of their formal and content aspects. The initial codes which were originated from the line-by-line coding process in Table 3 and Table 4 were grouped together to form subthemes as can be shown in Table 5 and Table 6 correspondingly. For instance, initial codes originated from the line-by-line coding process, such as Preventing pollution, protecting nature, participating in exhibitions, giving interviews to media, sensitizing people about environmental and conservation issues were grouped together to form a subtheme labeled as developing sustainable practices. Table 5 demonstrated the relation between the open coding and the axial coding process. This type of process helps in reducing the big bulk of data and categorise them under a smaller set of subthemes which summarises the full set into one code.

Through the axial coding, it was possible to describe NGOs' views on social marketing. As described in Table 5, four subthemes were identified and these were subsequently put as main themes in the selective coding as Social Marketing as a means of safety measures, Social Marketing as a problem-solver for health troubles, Social Marketing as a driving force for environmental protection, Social Marketing as an agent for improvement and empowerment. The selective coding involved the integration of the categories derived from the open and axial coding process to form a conceptual framework explaining NGOs views on social marketing. The coded statements were reread, explored and particular attention was made towards understanding interrelationships. Besides, in Table 6, four sub themes were derived and they were eventually, categorized into four main themes notably: (1) Human Resource Development as skills and competences desired by NGOs; (2) Human Resource Development as the development of the skills and competences; (3) Human Resource Development through partnership and (4) Finance, trained staff, time, equipments and transport facilities as a hindrance to Human Resource Development. The four categorization is also known as the selective coding which will resume all the core concepts under one category of ideas emerging from the different raw data. By summarizing the information, due consideration is given to the interrelationships among the codes.





**Table**

**Table 4.5**  
**The Coding Process in Practice (PART I: Social marketing)**

Open Coding (Line-by-Line Coding)	Table	Subthemes (Axial Coding)	Main Themes (Selective Coding)
<p>Ensuring crime prevention; Reducing alcohol related violence on children; Creating public awareness campaigns on crime prevention; Organising causerie, essay and art competition on human values; Preventing domestic violence on women; Providing educational campaigns; Giving educational training on crime prevention to children;</p>		Safety of women and children	Social Marketing as a means of safety measures
<p>Offering medical screening; Supporting HIV/AIDS; carrying drug awareness campaigns; planning seminars and workshops; providing free condoms and harm reduction services; providing counseling teenagers and issue of sexual abstinence; Creating cancer awareness campaigns in schools, banks, colleges, private companies, NGOs and Government organizations; distributing pamphlets; organizing art therapy; Helping to improve children's health; providing free medical materials; Treating children with inoperable deficiencies; providing medical and moral support; Catering for mental retarded children; educating people including prisoners on natural contraceptive methods; preventing communicable diseases like the VIH/ SIDA;</p>		Improving health of vulnerable residents and retarded people	Social Marketing as a problem-solver for health troubles

(continued)

Table 4.5

**The Coding Process in Practice - (continued)**

Open Coding (Line-by-Line Coding)	Subthemes (Axial Coding)	Main Themes (Selective Coding)
Preventing pollution; protecting nature; participating in exhibitions, giving interviews to media; sensitizing people about environmental and conservation issues	Developing sustainable practices	Social Marketing as a driving force for environmental protection
Providing children care; educating the children to expose new talents and plan educational outings; making young adults responsive to social problems through causerie, art and essay competition on human values; providing tai chi and karate courses; providing group therapy, gym, outings, art and creativity, theatre, relaxation and individual psychological support; Offering courses like embroidery, cooking and sports activities and yoga sessions including respiratory exercises; doing sewings work, quilting, embroidery, floral arrangements; undertaking other subcontract jobs such as reconditioning of headsets for Air Mauritius; Training police freshers on victims moral; alleviation of poverty; Ensuring emancipation of women	Providing community building incentives	Social Marketing as an agent for improvement and empowerment

**Table**

**4.6**

**The Coding Process in Practice (PART II: Human Resource Development)**

Open Coding (Line-by-Line Coding)	Subthemes (Axial Coding)	Main Themes (Selective Coding)
<p>Volunteering based on past experiences;retired people contributing skills to learning in the organization;possessing good behavioral skills;ensuring active listening skills; showing empathy to victims; Possessing good verbal and non verbal communication; Realizing projects within a time frame; Possessing good listening skills, empathy, boundary setting</p>	<p>Basic skills and cskills and required</p>	<p>Human Resource Developmentas skills and competences desired by NGOs</p>
<p>Capacity development by knowledge sharing;Helping volunteers in training and development;Observing patterns of behavior through media sources; Teaching social skills to children; Changing behavior through active cooperation; Building skills through collaborative internal processes; utilizing internal strategies to capture behavioral patterns; Creating internal learning through information search; Building skills through collaborative process; Enhancing knowledge through mutual interactions; Planning for future goals through self study; Building competencies based on external learning processes</p>	<p>Developing the competencies</p>	<p>Human Resource Developmentas the development of the skills and competences</p>

(continued

**Table  
4.6**

**The Coding Process in Practice - (continued)**

Open Coding (Line-by-Line Coding)	Subthemes (Axial Coding)	Main Themes (Selective Coding)
<p>Knowledge sharing through partnership; acquiring knowledge; problemsolving activities; obtaining information for development; Acquiring information from partnership with public sources; Training social workers at the MIE; Partnering with public organizations; Working with foreign countries</p>	<p>Increasing partnership</p>	<p>Human Resource Development through partnership</p>
<p>Limitation of trained staff, time, equipments and transport facilities; Finance hindering training and development; being given a training kit for capacity building activities; collaborating with other NGOs; funding of 2% CSR; sponsorship from other firms; decreasing compensation of workers' salaries; decreasing rate of volunteership; depriving the assistance of social issues faced by women and children; lacking finance and volunteers hampering training and development; seeking external help from other firms; looking for ways to reach target group</p>	<p>Lack of finance and volunteers, trained staff, time, equipments and transport facilities</p>	<p>Finance and volunteers, trained staff, time, equipments and transport facilities as a hindrance to Human Resource Development</p>



All the procedures of data coding initiated from the raw data which was then divided into segments of information to further reveal the relationships among the variables. As Creswell (2007) speculated, coding the data underlined an iterative and systematic approach to data analysis that can help to guarantee plausible findings. In addition, during the data analysis process, the coding processes were reduced into meaningful segments in order to interpret and compare with ideas coming from the literature. This stage is where consistencies and departure from the existing literature will be noted, therefore, helping to identify new thoughts and new conceptions not conversed in the past in the literature on social marketing and the appropriate skills and competences required for proper Human Resource Development in the NGOs.

### **4.3 Findings**

#### **4.3.1 Business Communities Findings**

The business communities chosen from the Top 100 companies through the secondary research are found to give their contribution to the four essential quadrants of concern for this study (See Appendix 1):

- Health issues;
- Safety issues;
- Environmental issues;
- Community building issues

Innodis Foundation —finances projects aimed at environment protection and conservation.¶ Besides, through the secondary sources it was also mentioned that —They steer their actions towards the improvement of living conditions of vulnerable groups, by offering them the means to obtain proper education and training, as well as other basic necessities, such as a daily meal and appropriate shelter.¶

The ENL Foundation as well is—active in the areas of youth development, poverty alleviation, child welfare, employee engagement as well as sports, culture and the preservation of the natural environment by partnering with Mission Vertel¶

Findings have shown that Mauritius Telecom helps in supporting socio economic development, health concern such as integrating physical handicapped children in the society, women suffering from lupus to be independent, increase awareness on cancer and its prevention and environmental issues.

The CIEL Foundation, moreover, is engaged in areas such as fight against poverty and exclusion, education and disability where children with learning difficulties can have access to education. The Foundation has invested some Rs 50 million in various projects managed by local NGOs, with whom it has developed close partnerships.

Besides, Emtel has issued a cheque of Rs 3 millions to seven NGOs in Mauritius, Rodrigues and Agalega as part of its CSR programme. Emtel focuses on sponsoring programmes like education, health, promotion of Art and Culture. Besides, sensibilisation campaign was organized in Rodrigues which was successful with participation rate of 2,500 people.

In addition, the Airports of Mauritius has devoted their attention to areas such as Health, education, environment protection, poverty alleviation, sports and entertainment. AML provides logistical support for cleaning and insecticide spraying campaigns and works in close collaboration with the Ministry of Health and Quality of life, the Ministry of Local Government, the District Council, village councils and NGOs in this respect.

70% of funds from the HarelMallac Foundation has been noticed to go to CSR projects. The remaining 30% go to areas such as environment, socio-economic development or health. To add to this, the IBL Foundation has developed a strategy to continually reduce our environmental footprint by minimizing the energy and natural resource intensity consumption of our operations.

Meaders Feeds Ltd has been putting full emphasis on fighting poverty as found through the secondary findings. Rogers' CSR now engages in a new mission: that of educating and supporting Mauritians in the preservation of our deteriorating coastlines as well as fight against HIV / AIDS.

MCB Forward Foundation fosters income generation activities which are designed to maximise quality of life by appeasing poverty and community empowerment with Rs21.9 million disbursed, 15 Projects and 6000 Beneficiaries; contributing to socio economic

development with Rs 17 million disbursed, 14 Projects and 5000 Beneficiaries; welfare of children by disbursing Rs 8.9 million in 19 projects by targeting 2000 beneficiaries; health issues with Rs7.6million Budget disbursed, 20 Projects and 1000 Beneficiaries.

The last business community researched through secondary data finds that SBM also participate in the National Priority Areas as defined by the new legislation on CSR - Social Housing, Eradication of Absolute Poverty (EAP) and the Welfare of Children from Vulnerable Groups. These projects are implemented with the collaboration of the National Empowerment Foundation (NEF) and several NGOs.

### **4.3.2 NGOs Findings**

The presentation of the findings from both the NGOs and the business communities are organized in two major categories namely Part I: Social Marketing and Part II: Human Resource Development with each one of them comprising of four emergent themes:

**Part I:** (1) Social Marketing as a means of safety measures; (2) Social Marketing as a problem-solver for health troubles; (3) Social Marketing as a driving force for environmental protection and (4) Social Marketing as an agent for improvement and empowerment

**Part II:**(1) Human Resource Development as skills and competences desired by NGOs; (2) Human Resource Development as the development of the skills and competences; (3) Human Resource Development through partnership and (4) Finance, trained staff, time, equipments and transport facilities as a hindrance to Human Resource Development. Interpretive codes are created using gerunds and wherever possible verbatim citations were implemented in order to support the arguments of the NGOs. In this limelight, the findings are to be discussed to enhance the broader academic past literature on social marketing with the help of HRD strategies.

**PART I****4.3.2.1 Social Marketing as a means of safety measures**

*Safety of women and children.* This theme highlights the NGOs' description that social marketing contributes in a number of ways to the safety of women and children. Interpretive codes such as —Ensuring crime prevention,|| —Reducing alcohol related violence on children,|| —Creating public awareness campaigns on crime prevention,|| —Organising causerie, essay and art competition on human values,|| —Preventing domestic violence on women,|| —Providing educational campaigns,|| —Giving educational training on crime prevention to children|| were used by the NGO to describe social marketing.

The director of an NGO noted:

—Social marketing is now the focus in Mauritius aiming to reduce crime prevention by providing necessary help and support to women ... Overall, I think that to prevent crimes, public awareness campaigns and precautions are to be taken be by distributing pamphlet and by communicating via the radio stations in Mauritius ... educational training on crime prevention is also given to primary and secondary children. (NGO 2)

Besides, the representative of Anti-Violence Support Organisation in Mauritius further stressed on —chow social marketing has helped to change behavior after the high crime rate in Mauritius in the year 2005... all the activities of the NGO evolve around changing behaviors

... responsive to social problems through causerie, art and essay competition on human values ... sensitizing people on the prevention of child abuse and reducing violence against women. (NGO 5)

**4.3.2.2 Social Marketing as a problem-solver for health troubles**

*Improving health of vulnerable residents and retarded people.* This theme emphasizes the NGOs' description that social marketing improves the health issues facing the vulnerable citizens and the retarded population in Mauritius. —Supporting HIV/AIDS,|| —carrying drug awareness campaigns,|| —helping to improve children's health,|| —Treating children with inoperable deficiencies,|| —providing medical and moral support,|| —Catering for mental

retarded children,|| —educating people including prisoners on natural contraceptive methods|| are some of the interpretive codes that named the theme above.

The representative of the MODA explained:

—The organization has been operating for the last 10 years with the view of educating people about AIDS and drugs prevention measures ... organise HIV/ AIDS programs where information is provided to the public and condoms are given freely ...|| (NGO 6)

The director of the SACIM also stated:

—We take the responsibility to diagnose children with inoperable deficiencies taking their responsibilities to send them abroad by covering all the costs free of charge. Besides, they take responsibilities before and after the child goes through the operation while observing their medical and moral patterns.|| (NGO 8)

#### **4.3.2.3 Social Marketing as a driving force for environmental protection**

*Developing sustainable practices.* This theme focuses the NGOs' description that social marketing has led to initiatives to develop sustainable practices. Interpretive codes such as —Preventing pollution,|| —protecting nature,|| —participating in exhibitions, giving interviews to media,|| —sensitizing people about environmental and conservation issues|| were used by NGOs to express their contribution to the environment.

Innodis Foundation, the CIEL Group Foundation and the HarelMallac Group Foundation under the business communities category provide a monetary contribution to the Mauritian Wildlife Foundation having the CIEL Group Foundation contributing to pursue the development of the conservation management of the valley and its endemic species through a three year project namely the —Optimising the Ferney Valley into a Mauritian biodiversity conservation and awareness hotspot||.

The representative of the Mauritian Wildlife Foundation described environmental protection through conservation of natural resources. She stated:

—Raise awareness ... visit schools and other institutions ... talk about environmental and conservation issues ... participate in exhibitions, give interviews to the media and are collaborating with education authorities in Mauritius to make conservation information and

resources available to science teachers. Most of our education and awareness activities in Mauritius are now sponsored under the Corporate Social Responsibility (CSR) initiative. (NGO 13)

Interestingly, the representative of the Protection of Animals Welfare Society posited a macro view on its NGO's contribution to the Mauritian environment stating that:

—... there are too many stray dogs on the Mauritian roads which are degrading the Mauritian environment ... sterilization and education is the only humane and sustainable solution ...

PAWS is contributing massively to the environment sustainability ... (NGO 3)

#### 4.3.2.4 Social Marketing as an agent for improvement and empowerment

*Providing community building incentives.* This theme highlights the NGOs' description that social marketing contributes in a number of ways to the improvement and empowerment of the community people. Interpretive codes such as —providing children care, —educating the children to expose new talents and plan educational outings, —making young adults responsive to social problems through causerie, art and essay competition on human values, —providing tai chi and karate courses, —providing group therapy, gym, outings, art and creativity, theatre, relaxation and individual psychological support, —offering courses like embroidery, cooking and sports activities and yoga sessions including respiratory exercises, —doing sewings work, quilting, embroidery, floral arrangements, —undertaking other subcontract jobs such as reconditioning of headsets for Air Mauritius, —training police freshers on victims moral, —alleviation of poverty, and —ensuring emancipation of women were used by the NGOs to describe the community building incentives to social marketing.

The spokesperson for the SMPE stated that:

—They take children from 12 to 16 years who were rejected by their parents who were in alcoholism or drugs and provide them with education and literacy where they can learn how to live in the society. (NGO 1)

The director of the Victim Support Mauritius declared:

—It has a programme for police freshers as they consider that police officers should be aware of how to deal with victims and not to question the victims too much as they can collapse. (NGO 2)

The representative of the Mauritius Alliance of Women also added that:

—... give women their rights and status in society... causerie along with art competition on human values and essay competition were organized ... helping women in entrepreneurship and the Mauritius Alliance of Women gave the status of women and children in Mauritius ...|| (NGO 4)

The person in charge at the Anti-Violence Support Organisation also affirmed:

—Educating people by organizing a minimum of 2 major activities per year where focus is on sensitizing the public ... to make young adults responsive to social problems through causerie, art and essay competition on human values, Mahatma Gandhi language to change behavior of the public ...|| (NGO 5)

The director of the Women's Foundation for World Peace also added that:

—... providing children care ... relies on MIE to educate the 200 children with the help of the CSR funding and via other fund raising activities they organize.|| (NGO 7)

In addition, Children Foundation contributed to community building issues as said by its representative:

—... literacy programmes provided to those children as well as tai chi/ karate courses to the children|| (NGO 9)

The manager of the Physically Handicapped Welfare Association explained:

—... the disabled persons attend the centre for daily work, such as reconditioning of headsets for Air Mauritius. They also do sewings work, quilting, embroidery, floral arrangements and undertake other subcontract jobs. Their craftwork is put on sale at the Boutique of the Centre. All these activities help the disabled persons financially and enable them to become more self-sufficient.|| (NGO 10)

The representative of the MMHA speculated:

—The NGO invest a lot in literacy programmes to the children along with the organization of music and sports days to expose new talents and to plan educational outings as well.|| (NGO 11)

Besides, the representative of Action Familiale stated that:

—The NGO provides educational campaigns ... preventing domestic violence ... contribute in the alleviation of poverty through education of couples in impoverished regions... parents are being sensitized on how to better understand their children ... campaigns are being done through Radio programme. Till date, 30,000 couples have been exposed to such campaigns ... prevent pregnancy the right way and how to prevent communicable diseases like the VIH/ SIDA ... 6,158 primary students and 10,510 secondary students were approached by the NGO ... sensitization outside of schools in rehabilitation youth centres, scouts etc ... sketch presentations on —Enn comporment responsabl ... education to prisoners on sexually transmissible diseases and VIH/ SIDA(NGO 12)

## **PART II**

### **4.3.2.5 Human Resource Development as skills and competences desired by NGOs**

*Basic skills and competences required.* This theme highlights the NGOs' description that human resource development focuses on the basic skills and competences required in the NGO. Interpretive codes such as: —volunteering based on past experiences, —retired people contributing skills to learning in the organization, —possessing good behavioral skills, —ensuring active listening skills, —showing empathy to victims, —possessing good verbal and non verbal communication, —realizing projects within a time frame, —possessing good listening skills, empathy and boundary setting were used by the NGOs to describe the required skills and competences they need to properly execute their role of social marketing.

The representative of SMPE said:

—... many volunteers come to help with training courses that they provide such as: embroidery, cooking, sewing and sports ... volunteers are mainly those who are retired ... contribution to the development of those children (NGO 1) Besides, Victim Support Mauritius stated that:

—Staff show innate competencies and feelings ... volunteers working for the NGO were once victims or sometimes there are parents of victims who are involved as volunteers ... they have the empathy to deeply relate and connect with people's situation ... skills are to be



active listeners and show care in such a way that the victims can feel at ease to open up (NGO 2)

The representative of PAWS stated that:

—The skill of social perceptiveness is needed for PAWS staff to possess because good verbal communications along with nonverbal communications such as good body language, social cues, implications and cultural patterns of behaviors should be well established to create an impact on the public for them to adopt the new behavior of sterilizing their pets (NGO 3).

Furthermore, the director of Alliance of Women acknowledged that:

—The skills required for Alliance of Women are in terms of boundary setting ... boundaries should be set accordingly to a specified period of time to ensure that the target and work is done on time ... setting milestones it can help set expectations that are more easily accepted. (NGO 4)

#### **4.3.2.6 Human Resource Development as the development of the skills and competences**

*Developing the skills and competencies.* This theme emphasizes the NGOs' description that human resource development focuses on developing the skills and competences required in the NGO to cater for the people's needs. Interpretive codes such as:—capacity development by knowledge sharing, —helping volunteers in training and development, —observing patterns of behavior through media sources, —teaching social skills to children, —changing behavior through active cooperation, —building skills through collaborative internal processes, —utilizing internal strategies to capture behavioral patterns, —creating internal learning through information search, —building skills through collaborative process, —enhancing knowledge through mutual interactions, —planning for future goals through self study, and —building competencies based on external learning processes were applied by the NGOs to develop the skills and competences of its staff.

The representative of Mauritius Alliance of Women stated that:

—Building skills via internal learning processes ... the collaborative process ... an important source of knowledge ... enhance knowledge sharing ... learn from each other through mutual interactions (NGO 4).

In addition, the MWF posited that:

—... learning processes the MWF makes use of both internal and external methods ... on-site expertise where extensive monitoring of and interactions with the internal experts are done ... external learning processes take the form of cursory visits with others and extended off-site consultation whereby other companies will lend their help in the training of certain staff by the Durell Academy (NGO 13)

Innodis Foundation and the CIEL Group Foundation sponsored many NGOs among which the Friends in Hope. The representative of Friends in Hope explained that:

—The NGO makes use of self study as form of internal learning processes whereby the President organizes a social skills program where there are various rules on behavioral pattern, hygiene at work with role plays and rules of communication to be abided by all the staff members (NGO 14)

#### **4.3.2.7 Human Resource Development through partnership**

*Increasing partnership.* This theme focuses on the NGOs' description that human resource development relies to some extent on partnership with local as well as international firms. Interpretive codes such as: —knowledge sharing through partnership, —acquiring knowledge, —problem-solving activities, —obtaining information for development, —acquiring information from partnership with public sources, —training social workers at the MIE, —partnering with public organizations, —working with foreign countries were used to show that increasing partnership helps human resource development.

The representative of Victim Support Mauritius put forward that:

—We work in collaboration with the MACOSS, the Municipality of Curepipe which gives free transport, Family Protection Unit, and private firms like Barclays and CIEL group which helped in sponsorship as well as the government but not annually (NGO 2)

Besides, the person interviewed at MODA stated that:

—We work in partnership with the district council, other NGOs and the Municipality of PortLouis which provides us with travelling facilities and we get help from doctors from Brown Sequad hospital. Besides, the Star Club of Port-Louis provides us with infrastructure

when need be. Furthermore, we are also in contact with the Beau Bassin Jail to know the behavior of the addicts and how we can help to make sure that these people don't get there again|| (NGO 6)

In addition, the representative of SACIM affirmed that:

—We get finance from private firms like CIM Finance and Air Mauritius which provide us with a discount for travelling abroad and ENL which gave us a car as a contribution. However, we receive no help from the Municipality of Vacoas and very rarely we are given government grants. Furthermore, since 1997, we work in collaboration with Perth and Melbourne hospitals in Australia and the Bangalore hospital in India. We have also worked in partnership with hospitals in Australia, South Africa, Germany, England, Ireland and Switzerland.|| (NGO 8)

The Children foundation also postulated that:

—Some companies that were in collaboration with the NGO to some extent are the SBM, Mauritius Telecom, DHL and Unicorn Trading. The government gives Rs 17.50 per child for their food which is not sufficient. Therefore, we are having new sponsors to finance the children lunch. We get finance from fund raising activities via the 2% CSR contribution in private firms and they are contacted through email. Besides, there are also professionals working with the NGO for example, we have a nutritionist, two doctors, one psychologist and one occupational therapist.|| (NGO 9)

The Children Foundation is an affiliate of:

- Mauritius Council of Social Service (MACOSS)
- National Children's Council (NCC)
- National Council for the Rehabilitation of Disabled Persons (NCRD)

The representative of MWF asserted that:

—... we rely on a wide range of local and international partners, both organizations and individuals, who offer their services, specialist skills, goods in kind and other means of supporting the work that the MWF do ... partners for MWF are Air Mauritius, Ecosud, Emtel, Island Conservation Society, Le Defi Media Group, MBC, Rodrigues Education

Development Company, Durrell Wildlife Conservation Trust, Seychelles Island Foundation, University of Bristol, Cambridge and Cardiff and the Ministries (Agro Industry, Education, Environment, Fisheries, Health, Labour and Tourism) in Mauritius among others.¶ (NGO 13)

The spokesperson for TiDiams ascertained that:

—There are a series of companies that work in collaboration with TiDiams and lend their help in financial or material terms in the last three years and these companies are: Actogether, Barclays, Chemtech, Emineo, Fondation Joseph Lagesse, Fondation Nouveau Regard, IBL Foundation, J. Kalachand Co Ltd, JMSTUDIO, Mauritius Red Cross Society, OmnicaneFoundation, MCB Forward Foundation, Sanofi Aventis, Paediatric Society, Sponsor a child and Terra Foundation¶ (NGO 15)

The Mauritius Telecom being part of the researched business communities has shown to be fully committed to upholding its Corporate Social Responsibility (CSR) towards its stakeholders –Shareholders, Customers, Employees, Environment, The Mauritian society in general. They provide their support to Link to Life in the aim at increasing cancer awareness as well as cancer prevention and control activities.The representative of Link to Life explained that:

—In the last two years, Link to Life has increased its activities which are sponsored by many individuals, private firms and also by the European Union. Some of the private firms that are faithful to Link to Life are Phoenix Beverages, MCB, Foresite Rogers, Engene andLIC¶ (NGO 16)

Interestingly, the agent of MFPWA explained the different partnerships by stating that:

—The international partners are: International Planned Parenthood Federation. The Global Fund for HIV/AIDS, World Health Organization andThe European Union (Decentralised Cooperation Programme).¶

—The national partners are: Prime Minister’s Office Ministry of Health & Quality of Life Ministry of Gender Equality, Child Development & Family Welfare Ministry of Education Ministry of Youth & Sports, Ministry of Social Security, National solidarity and Senior Citizen’s Welfare, Ministry of Public Infrastructure, Land Transport & Shipping, The Mauritius Police Force, Ministry of Tourism & Leisure, Ministry of Local Government

Rodrigues Regional Assembly, Municipality of Port-Louis, Mauritius Institute of Health, MACOSS, NATReSA, Mauritius Alliance of Women, Government Teachers' Union, Mauritius Labour Congress, Hans Bio-Medical Laboratory, APEIM, Mauritius Duty Free Paradise Co.Ltd, Compagnie Mauricienne de Textile Ltée, Chamarel Cosmetics Ltd, GlaxoSmithKline, Ecole Hotelière Sir Gaëtan Duval, Link to Life, National AIDS Secretariat Moore Stephens Legendary Technologies, Radio Plus, Radio One, Top FM and Mauritius Broadcasting Corporation (NGO 18)

Further, the representative of MUNA stated the variety of partners it has such as:

—The Youth Council- Mauritius which is affiliated to World Assembly of Youth (WAY) and Southern African Youth Development Community (SADC YM). Besides, they have the Council of Students and Youth Movement (Affiliated to: International Youth & Students Movement of the UN (ISMINT), International Union of Students (IUS), African Youth Union, Non-Aligned Students & Youth Organization (NASYO), Environment Liason Center (ELC), Federation of Medical Students Association, Asian Students Association (ASA). Moreover, they also work in collaboration with the Union of Women's Committee which is affiliated with the National Women's Council. The Africal League of Human and People Rights (Mauritian Branch) and the Mauritius NGO Forum. (NGO 19)

#### **4.3.2.8 Finance and volunteers, trained staff, time, equipments and transport facilities as a hindrance to Human Resource Development.**

*Lack of finance and volunteers, trained staff, time, equipments and transport facilities.* This theme highlights the lack of finance and volunteers, trained staff, time, equipments and transport facilities acting as a hindrance to proper human resource development in the NGOs. Interpretive codes such as: —limitation of trained staff, time, equipments and transport facilities, —finance hindering training and development, —being given a training kit for capacity building activities, —collaborating with other NGOs, —funding of 2% CSR, —sponsorship from other firms, —decreasing compensation of workers' salaries, —decreasing rate of volunteership, —depriving the assistance of social issues faced by women and children, —lacking finance and volunteers hampering training and development, —seeking external help from other firms, —looking for ways to reach target

group were used by the NGOs to describe the hindrance factors to human resource development.

The representative of SMPE stated that:

—... one thing is finance that's for sure because training of staff is costly and if the government does not give any grant like in SMPE's case, training becomes very difficult as the 75% sponsorship from private companies in terms of CSR contribution and 80% which comes from acquaintances are all eaten up in providing assistance to the 20-25 children under SMPE's responsibilities. (NGO 1)

PAWS' representative also added that:

—We receive funding from the Human Society Inter-nation while nothing from the government but sometimes they get help from the 2% CSR funding. The major problem is finance and given that PAWS have a skilled workforce, there is lack of finance to compensate for the salaries of the skilled workforce. (NGO 3)

The representative of the Mauritius Alliance of Women pondered that:

—The problem is the lack of volunteership in young adults for social work as well as finance as the government is not giving a helping hand in assisting the social issues faced by women and children. (NGO 4)

The representative of Women's Foundation For World Peace declared that:

—To manage the 200 children necessitates heavy capital which is hard because no grant is provided by the government and the CSR contribution does not suffice. There is a shortage of finance in order to give proper qualified training to the staff members. (NGO 7)

Besides, the director of SACIM stated that:

—We lack resources in terms of finance and they don't know how to reach the children in problems ... seeking the help of the University of Mauritius to organize something for us to reach families who have children with inoperable difficulties in Mauritius. (NGO 8)

In addition, the representative of MMHA explained that:

—Finance is a big issue as building the skills of the staff requires money as well as it is a very time consuming exercise ... due to lack of finance, there are no facilities of sign language being provided to the handicapped people ... every staff is paid in the NGO, therefore, with lack of finance, it has a direct impact on the behavior of the staff in properly executing their roles.‖ (NGO 11)

The representative of Friends in Hope stated that:

—The limited resources constitute a problem while building skills and competencies of the staff members. Resources in terms of people, finance, time, equipments, and transport facilities are limited.‖ (NGO 14)

Fascinatingly, Link to life's representative declared that:

—Link to Life is the only NGO for cancer in Mauritius, spending hugely each year to provide support in all possible ways to vulnerable group of patients. In addition, they offer preventative measures against cancer before it spreads, information, counseling and resources to survivors and caregivers. As such, they are looking for volunteers to help in assisting others who are struggling with cancer. Furthermore, they call for a donation or sponsorship to be able to cater for better assistance to the people in need to be treated‖ (NGO 16)

The representative of MFPWA speculated that:

—The major problem is the lack of volunteers to help in delivering the services to the people facing problems ... building competencies through training, it requires heavy investment in terms of finance and time‖ (NGO 18)

Besides MUNA's representative explained that:

—The fact that many youngsters are not helping in becoming volunteers to help in the activities of the NGO constitutes a problem in terms that some skills and competencies would fit the youngsters better as compared to older volunteers. This is so as the youth have their own way of influencing people in the same age group.‖ (NGO 19)

The representative of Teens in Control stated that:

—Funding remains a major impediment to TIC work and its ability to reach larger numbers of children and parents. Lack of funds has also prevented TIC from delivering more

educational materials in local language and in setting up permanent access for consultation, training and counselling centre. (NGO 20)



## **Chapter 5**

### **Discussion of Findings**

Using a grounded theory approach, the findings of the study are categorized into two major concepts: (1) Social Marketing and (2) Human Resource Development.

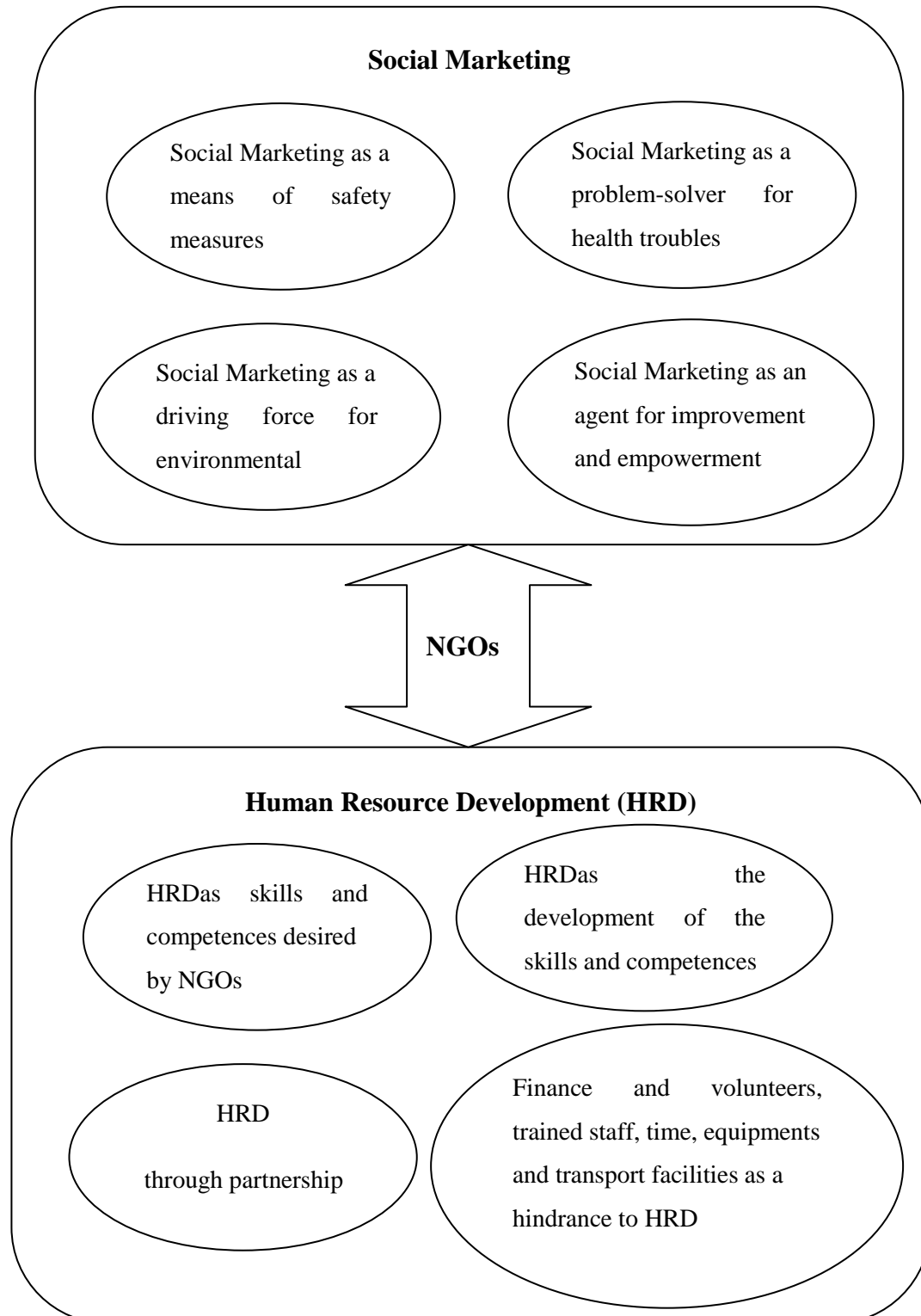
Firstly, the Social marketing is classified under four major themes: (a) Social Marketing as a means of safety measures with a subtheme “Safety of women and children”, (b) Social Marketing as a problem-solver for health troubles with a subtheme “Improving health of vulnerable residents and retarded people”, (c) Social Marketing as a driving force for environmental protection with a subtheme “Developing sustainable practices” and (d) Social Marketing as an agent for improvement and empowerment with a subtheme “Providing community building incentives.”

Secondly, the Human Resource Development is also classified under four themes: (a) Human Resource Development as skills and competences desired by NGOs with a subtheme “Basic skills and competences required”, (b) Human Resource Development as the development of the skills and competences with a subtheme “Developing the skills and competencies”, (c) Human Resource Development through partnership with a subtheme “Increasing partnership” and (d) Finance and volunteers, trained staff, time, equipments and transport facilities as a hindrance to Human Resource Development with a subtheme “Lack of finance and volunteers, trained staff, time, equipments and transport facilities.”

Integrating the main themes of Social Marketing and Human Resource Development led to the development of a conceptual framework that explains NGOs’ views on Social Marketing (Figure 1).

Figure 5.1

**Conceptual Framework of NGOs' views on Social Marketing and Human Resource Development**



The analysis conveyed from the 20 interviewees suggests that Social Marketing comprises of multiple fields of interest such as improving health – health issues, preventing injuries – safety issues, protecting the environment – environmental issues and contributing to the community – community-building issues. Together, the findings suggest that while emphasis is being laid on the social marketing issues where business communities are providing a helping hand, there is also a need to ponder on the skills and competencies of the social workers through the Human Resource Development, confirming existing literature (e.g. Faden and Shebaya, 2010; Healthy Territory, 2011; US Department of Health & Human Services, 2014). So far, many NGOs viewed Social Marketing as a means of safety measures. Existing studies on the safety issues as a form of social marketing is very minimal in Mauritius but without ignoring the fact that companies like Mauritius Telecom, Emtel and ENL, are funding the Mauritian NGOs to overcome the social safety issues such as violence on women and children in Mauritius. On the other hand, in the international context, many studies have been conducted concerning crime prevention, domestic violence and alcohol-related violence, child abuse and violence on women (Australian Institute of Criminology, 2012; Castelino *et al.*, 2013; Australian Federal Government, 2014). In the present study, there are evidences on actual cases of all these violence occurring in Mauritius and where NGOs are engaged in combating these difficulties to improve the Mauritian lives.

Interestingly, each NGO focuses on a specific social dilemma and utilize all their resources to meet their objectives. Besides, Social Marketing also acts as a problem-solver for health troubles which is an emerging issue of concern in Mauritius given the high rate of drug addicts, AIDS and alcoholism residing in the country. Business communities also contribute to the Mauritian welfare in the sense that health facilities are provided to the needed people supported by findings on Mauritius Telecom, Emtel, AML, HarelMallac Foundation, MCB and SBM. The health concern is being well emphasized in the Mauritian context as these health detrimental issues are often associated with the violence issues, therefore, many NGOs work to sensitise and educate those people on the drastic consequences. Studies have shown that social marketing aims to implement awareness campaigns about its adverse effect physically, emotionally and socially such that a national policy is adopted for the epidemic HIV/ AIDS (Schneider and Stein 2001; Butler 2005; Clifford, 2005; Gauri and Lieberman 2006) which is also supported by the Rogers company in Mauritius. Besides, in the

Mauritian context, what was found by the researchers are that the health issues such as children with inoperable deficiencies and retarded or handicapped people are catered for by the NGOs and companies like Mauritius Telecom helps them in this endeavor.

In addition to social marketing issues, NGOs' use of statements, such as "Preventing pollution," "protecting nature," participating in exhibitions," "giving interviews to media," and "sensitizing people about environmental and conservation issues" suggest that developing sustainable practices is an important element in the functioning of almost all NGOs in Mauritius supported by what Kotler *et al.*, (2012) said the focus here turns to the environment, and how social marketing can be successful to change environmental behavior. Besides, Dobson (2010) emphasizes on environmental education, fostering ecological „citizenship“ and engaging people in environmental campaigns which will consequently, benefit the environment. Innodis Ltd is one of those business communities that help in financing projects aimed at environment protection and conservation with more companies which help in making "Mauritius- l'Île Durable" are ENL Foundation, Mauritius Telecom, CIEL Foundation, AML, HarelMallac Group, IBL Foundation, Rogers Foundation and SBM.

Important observations were also made in the sense that social marketing provides community building incentives which as a consequence, act as an agent for improvement and empowerment. This theme encloses many ideas surrounding social marketing as an agent for improvement and empowerment. Gender inequality and women empowerment are a major concern described in many studies (Booth *et al.*, 1972; WebMD, 2005; Mills College, 2014) and are also supported by Mauritius Telecom, MCB Forward Foundation and SBM. NGOs should create opportunities for women to exchange experience and knowledge, and launch partnerships to educate and train a new generation of women to enter the public sector with the strategic leadership skills, energy, and commitment required to tackle social problems (Mills College, 2014). In the Mauritian context, in addition, factors like providing children care; educating the children to expose new talents and plan educational outings; making young adults responsive to social problems through causerie, art and essay competition on human values; providing tai chi and karate courses; providing group therapy, gym, outings, art and creativity, theatre, relaxation and individual psychological support; offering courses like embroidery, cooking and sports activities and yoga sessions including respiratory exercises; doing sewings work, quilting, embroidery, floral arrangements; undertaking other subcontract jobs such as reconditioning of headsets for Air Mauritius; Training police

freshers on victims moral and alleviation of poverty are to be noted by the NGOs feedback on their social marketing activities. These activities are to a large extent funded by the business communities such as Innodis Ltd, ENL Foundation, Mauritius Telecom, CIEL Foundation, Emtel, AML, HarelMallac Foundation, Rogers Foundation, MCB and SBM.

Engaging in social marketing is a demanding and varied profession requiring an almost limitless range of knowledge and expertise with a well-rounded set of basic social work skills which will function well in most situations (John, 2012). As a result, social marketing necessitates skills and competencies desired by NGOs as a form of Human Resource Development. Findings have shown that skills such as empathy, boundary setting, active listening, good nonverbal communications, self-awareness, coordination, persuasion and cooperation are needed for the social workers to properly execute actions while dealing with the targeted audience (Gerdes and Segal, 2009; Dorleem, 2012; Vigil, 2012, Norsigian, 2012; Sabin, 2012; Lehman et al., 2012; Mizrahi and Mayden, 2001; Walsh, 2012; Whitelock, 2014; Millie, 2013; Mendez, 2014).

Human Resource Development as the development of the skills and competences implies that NGO workers can apply HRD tools like needs assessment, process consultation, facilitation, action learning and knowledge management, to a broad range of situations to produce desired outcomes such as promoting community empowerment and poverty alleviation (Kim, 2012; Mc Lean *et al.*, 2012). The HRD literature speaks very little about learning and development within NGOs although a small body of literature does exist in adult education (Baatjes and Mathe 2004), community development (Ramirez 1990), and public administration (Cook, Staniforth, and Stewart 1997; Edwards, 1997). According to the findings obtained through the NGOs' in-depth interviews, development of the skills and competences are done through knowledge sharing through mutual interactions, active cooperation, collaborative internal processes, self-study and building competences based on external learning processes. Several studies have pointed the need for broader approaches to HRD focusing on efforts to transform international NGOs into learning organizations (Bloch and Borges, 2002; Power, Maury, and Maury 2002).

Besides, NGOs' views on the development of human resources through partnership seem to be very limited in the sense that there are only some companies who work in collaboration with NGOs. Partnership of Mauritian NGOs with business communities contribute to knowledge sharing, obtaining information for development, in terms of training and some of

the NGOs work with foreign countries. Being in partnership with profit businesses will help in promoting individual and collective well-being and in finding common solutions to problems has been favourable (Damlamian, 2006).

Managers and board members in nonprofit foundations do not always have the ability and resources to use social marketing to achieve their mission (Hurst and Lonner, 2011) and many times the lack of finance prevent them from achieving their aims and to operate (Global Policy Forum, 2012; Media Aids, 2012). As such, almost all the NGOs interviewed in this study found that finance and volunteers, trained staff, time, equipments and transport facilities act as a hindrance to HRD. The representatives of the NGOs used statements like “finance hindering training and development,” “decreasing compensation of workers” salaries,” “decreasing rate of volunteership” and “lacking finance and volunteers hampering training and development” to describe the problems facing the NGOs in Mauritius.

## **Chapter 6**

### **Policy Implication and Conclusion**

#### **6.1 Policy Implication**

After investigating the social marketing culture in Mauritius after in-depth research on the NGOs and business communities, the present research suggests that social marketing has numerous benefits with respect to social marketing as a problem- solver for health issues, a driving force for environmental protection and an agent for improvement and empowerment which could be the basis for engaging in social marketing behaviors. Besides, the research provides useful theoretical insights on human resource development in terms of desired skills and competences required for NGOs, development of those skills, partnering facilities and to analyse the possible hindrance factors.

The majority of existing research in this area has investigated the social marketing behavior in Mauritius where NGOs in the different field of focus were being analysed in respect to the social issue under investigation in view of finding ways to increase efficiency of Social Marketing in Mauritius. Deductions from the findings have been made to prove that social marketing seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society.

The assessment on NGOs has helped in studying the NGOs' activities and to know the contribution of business communities to better understand the concept of social marketing. It has also been noted that in order to improve social marketing, there is a need for government as a responsible stakeholder to provide the NGOs with more grants. Besides, there is a need for all companies throughout Mauritius to give a monetary as well as non-monetary assistance to the NGOs who are there to help the needy people. As such, with greater collaboration, this will have a more positive impact on Mauritius' reputation.

Besides, it can be seen that providing funds to NGOs will as well help in the development of the desired skills and competencies to better cater for the requirements of the needy people. Funding the NGOs can also be beneficial in the sense that it will overcome the problem of under-training which consequently, impact on the employees' performance towards the people in difficulties. That is why partnering with business organizations is crucial to cater for the needs of all the people in difficulties.

Another point to be noted is that there is a necessity to find more volunteers to work in NGOs given that there are a lot of people in difficulties and very less people who are willing to work for the social welfare without being paid a salary. Mauritians' are to be seen to be moneyminded in the sense that when they are said that they will not be paid, they are not willing to give their contribution to the NGOs.

Moreover, it can be seen that for certain NGOs, they are not known to the public, for example, the SACIM, the president was looking for ways to make themselves reach their target group and as marketing requires a lot of money, they do not have the amount to disburse for such activities. To help NGOs in same, business organizations can help in sponsoring such organizations by taking care of their advertising campaigns to make the NGO known to the public. Different sources like media, friends, any other are also playing an important role to spread information about NGOs.

To better promote sustained behavior changes that will help improve the health of vulnerable Mauritians, and the environment the inhabitants are residing in, there is a need to implement the above adjustments. The study has recommended these possible changes to the NGOs and suggested that NGOs should get more help from the business communities. If these recommendations were to be implemented then people in difficulties in Mauritius would have reduced massively with improvements in the health related issues, safety issues, environmental issues and community-building issues.

## **6.2 Conclusion**

The purpose of this study was to investigate the social marketing culture of NGOs in Mauritius. It also seeks to analyze NGOs perceived value of social marketing and perceived impact from the knowledge gained in field work and during daily interaction with employees and clients. Further exploration on the various capacity building activities for NGOs were carried out and investigation concerning the partnerships between business community and NGOs for human and social capital building are analysed. Thus, the project, therefore show light on how to effectively devise social marketing strategies for NGOs. The project covers an extensive literature addressing the social marketing culture for greater sustainability of NGOs, whereby the perspective of social marketing strategies have been largely ignored as far as the future sustainability of NGOs is concerned. In particular, the study responds and



examines the effectiveness of social marketing strategies for greater sustainability of NGOs. No study has yet been conducted in Mauritius to investigate the social marketing culture of NGO's. In this respect both exploratory and descriptive research were carried out. The research also demonstrated how social marketing culture can be embedded in the various NGOs through effective capacity building strategies. Considering these various social marketing initiatives, the present research explored the contribution of a social marketing culture in the context of NGOs. The overall contribution of social marketing culture was reported and the potential of a social marketing culture to promote greater sustainability of NGOs was explored for a developing nation such as Mauritius. The different dilemmas and challenges of embedding a social marketing culture for NGO executives were also tapped. Results have enlighten policy makers on several constructive measures to equip NGOs with effective social marketing strategies in the long term. The study also deepens the understanding on effective social marketing strategies to be adopted by NGOs of developing nations and provide greater insights on an adapted social marketing mix proposition for greater sustainability of NGOs.

Besides, social marketing has been a major concern starting from health issues to safety issues to community building issues and to environmental campaigns. Though there has been immense research and interest on the subject in developed nations, it is of similar importance to developed nations. Mauritius now shows increasing awareness to the topic in view of good business practices and as responsible employers. Thus, studying social marketing in Mauritius would provide greater insights on adapted social marketing mix proposition for greater sustainability of NGOs. Furthermore, it will identify areas of improvement on the National NGO Policy elaborated by the Ministry of Social Security, National Solidarity and Reform Institutions in line with the Government Programme 2012-2015. Important underlying depth was uncovered revolving around subjects such as the attitudes in social marketing and general marketing of NGOs; the capacity building involvement of NGOs towards fostering a social marketing culture; the nature of partnerships between business community and NGOs for social and capital building and the contribution of social marketing for NGOs sustainability in Mauritius. The richness of the findings helped in improving existing social marketing practices, develop new ones and foster a capacity development program in line with social marketing evolving needs. For a safer and better Mauritius, the

practice of social marketing should not only be a social or philanthropic generosity but be embedded in the business culture of organisation. As such the project will reinforce the NGO Sector in Mauritius, focusing on improving the legal framework and the policy environment, strengthening capacities of NGOs and enhancing partnership between government, private sector and NGOs in the national development process.

Data were collected from in-depth interviews carried out with 20 NGOs representing the different fields of social concern in Mauritius. Grounded theory was used as the data-analytic strategy. Four subthemes and four main themes were developed from the data collected for social marketing issues as well as the development of four subthemes and four main themes for Human Resource Development. The themes suggest a number of complexities that may exist when researching NGO's views on social marketing. These complexities are demonstrated by the ideas obtained from the NGOs' representatives. The grounded theory approach used in this study proved valuable as some insights not previously discussed in the existing literature on social marketing and useful for future theoretical developments emerged. Results of the study are useful for NGOs and the government who have increasing responsibilities of catering for the needs of vulnerable people as the involved all the facets of social issues in Mauritius and their related problems concerning the development of the NGOs' social workers.

Besides, the research on NGOs shed light on the various benefits with respect to health issues, safety issues, environmental issues and community building issues which will enhance the NGOs sustainability and cater for the needs of the vulnerable group of people in Mauritius. So far, there has been limited research on the relationship between social marketing issues and the human resource development through capacity building.

### **6.3 Overall Limitations and Future Research Directions**

The limitations of the present research are clearly defined to pave the way forward for a future research agenda. The first constraint was the sample size whereby only 20 samples were collected due to unavailability of the representatives of NGOs and no response from them, lack of resources and time constraints. Further studies can be carried on in the future with a much larger sample size to note the NGOs' perceptions in Mauritius on a larger scale.

The findings of this study suggest several interesting avenues for future academic research. Besides, the study highlights a range of issues which demand further investigation as NGOs in Mauritius are challenged to further enhance sustainability. A study that includes in-depth interviews with business communities as well as more NGOs would be more desirable and a more open study would possibly generate more implications on social marketing.

One of the main intentions behind this work was to make social marketing efforts and human resource development more effective for nonprofit organizations in Mauritius. Suggestions therefore, focus on directions for practical actions by NGOs, business communities and the government to promote the adoption of social marketing to improve Mauritians' lives.

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## INNODIS

Innodis and its partners have always considered the human factor to be of paramount importance in the development of the country. The launch of the INNODIS FOUNDATION in 2010 was the culmination of the ongoing efforts of the Group to embrace this human factor and manage our CSR actions in a more structured manner.

The Innodis Foundation is run by a Committee comprising of representatives of management and employees from various companies in the Innodis and Altima Groups. Independent and autonomous, the Committee meets as and when required to review requests for funding received from NGOs.

In spite of being engaged in different sectors of activities, i.e. food and distribution for Innodis Group, and property development for Altima Group, we all have a common goal : we want to help give everyone in the community the chance to create the life they want for themselves.

For the financial year ended 30th June 2014, the Foundation has allocated a sum of Rs 4,1 million to 18 NGOs and institutions, namely: MouvementCivique de Baie du Tombeau, Centre d'Amitié Camp la Paille, Association d'Alphabétisation de Fatima, Trust Fund for Excellence in Sports (TFES), Open Mind, Caritas, Association AnouGrandi, Collège Technique St Gabriel, l'Ecole Le Flamboyant, Lois Lagesse Trust Fund, Bâtisseurs de Paix, Friends in Hope, A.R.I.S.E (L'Association pour l'Accompagnement, la Réhabilitation et l'Insertion Sociale des Enfants), Care-Co (Rodrigues), Trust Fund for Excellence in Sports (Rodrigues), Mauritian Wildlife Foundation, Magic Fingers Association, and K-Force.

Looking ahead, we are keen to have a greater involvement of our staff in our CSR initiatives, so that the whole Innodis family can contribute to a better society. We are currently working on a plan to meet this objective.

*"Our ultimate goal is the healthy growth of each and every individual. Everyone should have the right to live a fulfilling life. To help achieve this, we will steer our actions towards the improvement of living conditions of vulnerable groups, by offering them the means to obtain*

*proper education and training, as well as other basic necessities, such as a daily meal and appropriate shelter."- Jean How Hong, CEO of Innodis Ltd*

Their Foundation has identified four priority action plans:

- Assistance to the national program of eradication of poverty, according to the principles established by the national CSR committee;
- Contribution to human development through the provision of education and training of vulnerable groups;
- Promotion of educational programmes about nutrition and the provision of basic food necessities to vulnerable groups;
- Financing projects aimed at environment protection and conservation.

## ENL

Corporate social responsibility (CSR) is an investment in society and its own future. As a responsible corporate citizen, we at ENL are committed to invest our time, expertise and resources to support the growth of vibrant, sustainable local communities.

ENL Foundation is the privileged instrument to implement the group's CSR strategy. Its mission is to bring to life the ENL value of good corporate citizenship by taking and supporting initiatives that are in line with the ENL's culture as well as with the legal and fiscal obligations governing this sector.

Since the creation of the ENL Foundation in 2009, we have invested up to Rs 10 million, inclusive of our contribution under the CSR levy, annually in building social capital. We are active in the areas of youth development, poverty alleviation, child welfare, employee engagement as well as sports, culture and the preservation of the natural environment.

We express our support by working alongside result-oriented not-for-profit organisations and through initiatives of our own. Our core team includes two trained social workers whose mission is to foster continuous dialogue with targeted beneficiaries in order to ensure that ENL's CSR initiatives are in line with their needs and aspirations.

### **Empowering the youth**

The youth are the leaders of tomorrow and as such, their development must be among the prime concerns of any society aiming for sustainability. ENL runs comprehensive programmes designed to empower the youth to achieve its full potential. These include life skills education, social leadership training, leisure and sports activities as well as education support plans. Underprivileged young persons living in communities hosting ENL businesses, such as Pailles, Moka/Saint Pierre and L'Escalier, receive our special attention. Not-for-profit organisations like Junior Achievement Mascareignes and Safire are among our partners in this endeavour.

**In support of childhood**

Children are among the first victims of poverty. Child welfare then quite rightly ranks high in government's strategy to eradicate absolute poverty. ENL Foundation contributes to the national effort through programmes geared at providing education support, enhancing nutrition as well as promoting arts among children who are socially underprivileged.

**Protecting the natural environment**

We promote the protection and rehabilitation of the natural environment by investing in education and sensitisation programmes targeting the youth and local communities. We also support selected not-for-profit organisations which are successfully taking actions in favour of the environment. We thus partner with Mission Verte which advocates for solid waste management through recycling. We are also working on a lasting partnership with the Mauritius Wildlife Foundation which is one of the most respected organisations on the island, committed to the protection of endangered endemic species and the rehabilitation of their natural habitat.

**Restoring human dignity**

People are absolutely impoverished if the minimum amounts of food, clothing and shelter necessary for survival absorb all of their income and they live a razor's edge existence. ENL participates fully in the national initiative to eradicate absolute poverty and to restore human dignity among the underprivileged. We channel our contributions through a number of programmes, some of which are undertaken in partnership with not-for-profit and other philanthropic organisations. We seek to empower the underprivileged through education, training and support to micro-entrepreneurship. We are also one of the co-operators of a rehabilitation centre for victims of substance abuse in the south.

## MAURITIUS TELECOM

The Mauritius Telecom Foundation is a Special Purpose Vehicle established in December 2009 to administer the Corporate Social Responsibility (CSR) Funds and Projects of Mauritius Telecom group. As one of the leading enterprises and the leader in the telecommunications sector in Mauritius, Mauritius Telecom is fully committed to upholding its Corporate Social Responsibility (CSR) towards its stakeholders –Shareholders, Customers, Employees, Environment, The Mauritian society in general.

### **Socio economic development**

- SOS Poverty Setting up of a nursery
- Nurseries in Pailles and Poste de Flacq. Enhance the quality of early childhood development within the vicinity of Pailles and Poste de Flacq.
  - NEF Rodrigues Alleviation of Poverty and Community Empowerment in Rodrigues
  - Mangalkhan Sports Club- Sports and Education Programme
- Shelter for Women and Children in Distress Trust Fund Construction of Children Playground
  - SOS Children’s Village. To provide care and assistance to abandoned and neglected children
  - Contribution to the National Social Housing Programme and National Programme for the Eradication of Absolute Poverty in Mauritius and Rodrigues
  - Support to Gonzague Pierre Louis Special Learning Centre & Care-Co in Rodrigues.

### **Health issues**

- Sir Seewoosagur Ramgoolam Disability Services Centre (SSRDSC)  
Integrating physical handicapped children into the main stream of the society.
- Lupus Alert Enable women suffering from lupus be independent.
- **Link to Life**- Aim at increasing cancer awareness as well as cancer prevention and control activities.
- Chrysalide Provision of Basic Sanitation
- Support to the Thalassaemia Society



**Environmental issues**

- Recycle mobiles and batteries

## CIEL GROUP

Social responsibility and community welfare have always been core values of CIEL. The "Fondation CIEL Nouveau Regard" was set up to help NGOs working on social integration of vulnerable groups. CIEL is also committed to the protection of the environment mainly through La Vallée de Ferney Conservation Trust.

CIEL has set up a Corporate Sustainability Committee to efficiently manage the CSER activities, with three sub-committees:

- Fondation CIEL Nouveau Regard and National Solidarity
- Environmental Responsibility Committee
- Employee development and welfare

### DISTRIBUTION OF FINANCING BY ACTIVITY SECTOR (2013-2014)



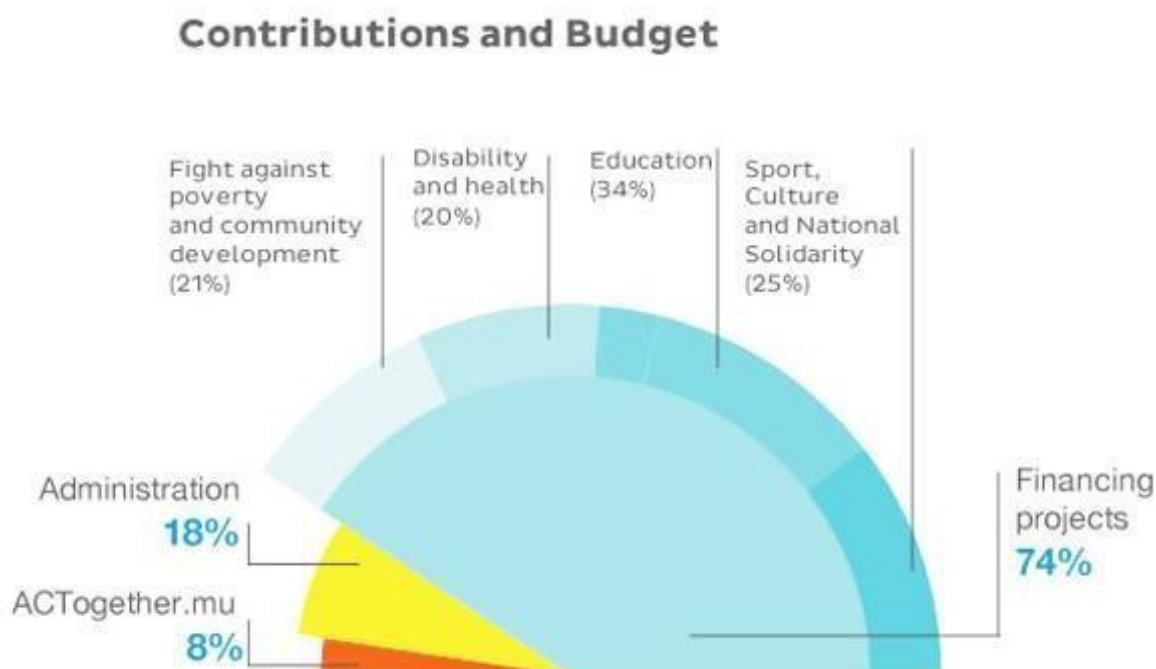
CIEL has an ongoing commitment towards the “Vallée de Ferney”, a native forest of 200 hectares nested in the Bambous Mountains. With its unique biodiversity, the forest provides shelter for more than 100 plant species and numerous animals. CIEL is working in collaboration with the Government of Mauritius to restore the forest of the “Vallée de Ferney”.

In January 2013, a Memorandum of Understanding was signed between the Vallée de Ferney Conservation Trust and the Mauritian Wildlife Foundation to pursue the development of the conservation management of the valley and its endemic species through a three year project namely the “Optimising the Ferney Valley into a Mauritian biodiversity conservation and awareness hotspot”.

### **Fondation CIEL nouveau regard**

The Fondation CIEL Nouveau Regard (FCNR) was established in 2005 and is engaged in areas such as fight against poverty and exclusion, education and disability. Since February 2010, FCNR has been empowered to receive the CSER tax through funding from subsidiaries companies of CIEL.

The Foundation has invested some Rs 50 million in various projects managed by local NGOs, with whom it has developed close partnerships.



### **Actogether**

[www.ACTogether.mu](http://www.ACTogether.mu) is a web portal managed by “Fondation CIEL Nouveau Regard” which provides NGOs that are engaged in the fight of all types of exclusions in Mauritius, with a communication platform.

ACTogetherorganises a series of activities yearly, among which:

- The “Marché de Noël”, with main objectives to gather all the NGOs around a common project, help them improve the quality of their craft products and in raising funds.
- ACTogether also hosted a stand at the “Mauritius International University, Career and Job Expo” at Pailles. Organised with the help of Fondation CIEL Nouveau Regard and in collaboration with NGOs, social workers and volunteers, the stand offered the opportunity to those who want to make career in the social field, to join local NGOs.

### **Disability**

The Foundation CIEL Nouveau Regard (FCNR) is strongly committed to providing disabled children with access to education. Thus, in January 2010, it opened the first secondary school for deaf children in collaboration with the NGO Society for the Welfare of the Deaf (SWD). In 2010, the Form 1 pre-vocational programme was launched with 20 pupils, then Form II in 2012 and Form III in 2012. In 2013, FCNR has renewed its support to the SWD and is FINANCING 25% of the running costs of its 4 classrooms. Moreover, in March 2013, all the students of Form III have received a certificate for prevocational.

### **FCNR provided its support to other NGOs in 2013:**

- Eastern Welfare Association for the Disabled („EWAD“)
- Association Dominique Savio □ Association Mille Soleils
- Friends in Hope

### **Education**

The Foundation CIEL Nouveau Regard (FCNR) supports alternative education. Thanks to the ANFEN network and to the Zippy programme of ICJM, children with learning difficulties can have access to education.

### **FCNR provided its support to other NGOs in 2013 ...**

- Teen Hope du GroupeNoyau Social de Cité La Cure à Port-Louis

- MahebourgEspoir Education Centre (MEEC) de l'associationMahebourgEspoir
- L'associationBâtisseurs de Paix
- Scholarships to students of St Patrick's College
- Surinam Centre d'Ecoute et de Développement
- Association SolidaritéMaman
- Mouvement Forces Vives Quartier EDC, projet Sa NouVizé

### **Fight against poverty and social integration**

In line with Government's policy, the struggle against poverty has been the spearhead of FCNR's action in 2013. At the end of 2010, FCNR launched a large-scale integrated community development project in partnership with Caritas: La CazeLespar.

This project, situated at Solitude, assists communities living in poverty and facing difficulties in the regions of Solitude, Triolet, Plaine des Papayes, Pointe aux Piments, and now reaching even as far as Arsenal. It provides services adapted to the needs of these population groups: education and training, community gardening, breakfast for pupils, sports, holiday activities for children, activities for women, an emergency service and a solidarity shop and a preschool centre/creativity centre .

### **FNR provided its support to other NGOs in 2013 ...**

- Le département counseling de l'ICJM , les cellules d'écoute et de counseling au collège de BambouVirieux
- L'association Vent d'un rêve
- l'associationKinouété
- La maisoncœurécoute de Barkly

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## EMTEL

The company Emtel has issued a cheque of Rs 3 millions to seven NGOs in Mauritius, Rodrigues and Agalega as part of its CSR programme. The Chief Executive Officer has highlighted the importance of CSR to non-profit making organization to be able to implement their projects. The NGOs that Emtel helps are Anougrandi, l'Association des parents d'enfants aux besoins spéciaux, Groupe A de Cassis/Lacaz A, le Shelter for Women and Children in Distress, le Rodrigues Council of Social Services, la Trevor Huddleston Association for the Disabled Rodrigues et l'Association des amis d'Agalega/Mouvement de l'autosuffisance alimentaire. A representative of Association des amis d'Agalega posits that the contribution made by Emtel will help many families of the archipelago and stated that « Notre projet encouragera ces personnes à se lancer dans l'élevage de cabris, moutons, poulets... Ce qui apportera une certaine autonomie alimentaire. De plus, Emtel nous fournira toute la nourriture pour les animaux ». On the other hand, the associations in Rodrigues have one project of accumulating and saving rain water to cater for the water shortage on the island. The NGOs in Mauritius have proposed projects to combat drugs and violence towards women and children.

As part of its CSR programme in 2014, Emtel has offered Rs 870,000 to some NGOs amongst 50 youngsters at Lakaz A who are provided with drama courses and they are given opportunities to present on themes like Sida, support given to 50 youngsters at l'Ecole Complémentaire du Faucon Flacq SC and Thalassemia Society where check-ups ORL are being made. Emtel focuses on sponsoring programmes like education, health, promotion of Art and Culture. Besides, sensibilisation campaign was organized in Rodrigues which was successful with participation rate of 2,500 people.

## AML

### **Airports of Mauritius caring for stakeholders**

We are conscious of our social responsibility and as such our budget for Corporate Social responsibility is being used to implement several projects at national level and more particularly in the south of the island. As a key economic player, Airports of Mauritius Co ltd contributes to the welfare of stakeholders.

Health, education, environment protection, poverty alleviation, sports and entertainment have been the areas where we have devoted our attention to.

### **Promoting Education and Development**

Airports of Mauritius also promotes the development of villages in its vicinity, and considers education as one of a catalyst for achieving this aim. This has motivated the company to assist several educational projects. AML has donated computers to NGOs and schools and helped to set up ICT education courses in several localities.

AML contributes to infrastructural improvements in and around the airport. Amongst others, we maintain several bus stop shelters, and contribute to landscaping projects and provide technical assistance in projects for the benefit of all, such as in schools. The renovation of the Mahebourg Hospital is another project which has benefited from the support of AML.

### **Environment Protection and Chikungunya Prevention Campaign**

Airports of Mauritius, as a responsible organisation has contributed significantly to the protection of the environment in the vicinity of the airport and in around 15 neighbouring villages. AML has actively contributed to governments campaign against Chikungunya a mosquito vectored disease.

AML provides logistical support for cleaning and insecticide spraying campaigns and works in close collaboration with the Ministry of Health and Quality of life, the Ministry of Local Government, the District Council, village councils and NGOs in this respect. Sensitising the inhabitants also forms an integral part of our campaign and to date it has helped to encourage

environment friendly practices and make our stakeholders more conscious of the need to preserve the indigenous fauna and flora.

### **Sport is sound leisure**

AML has been the main sponsor of numerous sports activities organised by welfare and other benevolent associations in the region. Several competitions, such as football tournaments are held annually with the support of the company and have contributed significantly to the promotion of sports mainly amongst the youth, providing healthy leisure, and remain important social gatherings for families to come together.

AML has also been an important contributor to the National Sports Awards 2006 which rewards the best Mauritian athletes and is organised by the Mauritius Sports Council.



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## HarelMallac Group

*FondationHarelMallac was established in November 2009. Its primary responsibility is to improve the lives of underprivileged and/or disabled children through educational projects. Thus, about 70% of funds go to CSR projects related to this sector. The remaining 30% go to areas such as environment, socio-economic development or health.*

### **FondationHarelMallac**

Average annual budget: Between Rs 2 and Rs 4 million

Number of projects funded on average yearly: A dozen

Sectors: Education for underprivileged and/or disabled children, socio-economic development, environment and health

### **Major projects funded:**

'Terrain for Interactive Pedagogy through Arts' (TIPA): TIPA teaches arts through an interactive pedagogy to hundreds of children from these schools: André Bazerque, Emmanuel Anquetil, Guy Rozemont and Barkly GS. The interactive pedagogy supports the cognitive and moral development of children by fostering values such as self-esteem, responsibility, mutual respect, cooperation and critical thinking.

Adolescent Non Formal Education Network (ANFEN): The FondationHarelMallac finances a computer program called Futurekids IT for hundreds of children attending the twenty ANFEN centres across the country. The teaching method was developed by FUTUREKIDS United States about 25 years ago for youth of 5 to 15 years old. Its presence in more than 75 countries, 850 training centres worldwide and approximately 2,000 public and private schools, demonstrates its vocation to teach young people so that they can gradually master all the necessary skills in IT.

'Centre Technique St. Monfort': FondationHarelMallacfinances the education of underprivileged teenagers who are trained in Cycles and Motorcycles, Industrial Boilers, Kitchen / Pastry amongst others to help them start their own business or to work in any company.

„Association des Parents de Déficiants Auditifs' (APDA): APDA is an NGO which provides all the educational help needed for deaf children (3-17 years). They follow courses at preprimary, primary and pre-vocational levels through sign language. APDA also helps these young people to find a job.

ZEP schools 'Xavier Barbe' (Pailles) and 'Serge Coutet' (Baie du Tombeau): These schools have a very low success rate at CPE level and hundreds of children come from disadvantaged backgrounds. Fondation Harel Mallac helps these schools for different types of projects.

„Association des Parents d'Enfants Inadaptés de l'Île Maurice' (APEIM): Fondation Harel Mallac helps APEIM in its work for the integration and development of people with intellectual disabilities through special schools and integrated classes.

„Junior Achievement“, „Mauritian Wildlife Foundation', 'Mouvement d'Aide à la Maternité' (MAM), 'Curepipe Starlight Sporting Club' (CSSC) and „Atelier Mo'Zar“, are amongst the other NGOs supported by Fondation Harel Mallac.

The Foundation's strategy for the future: As per its philosophy, Fondation Harel Mallac will continue to help improve the lives of underprivileged and/or disabled children through educational projects. It is a concrete means that will help them to become responsible adults in the Mauritian society.

**IBL**

Towards the community

*IBL Foundation*

IBL believes in the potential of the young generation and is convinced that it is the richest and strongest resource upon which are built all the hopes and the future of our country.

Therefore, most of its financial resources have been allotted to projects relating to children.

#### Towards the environment

Our commitment to preventing adverse environmental impacts starts with compliance to regulatory and internal standards. Beyond compliance, we have developed a strategy to continually reduce our environmental footprint by minimizing the energy and natural resource intensity consumption of our operations.

The Environment Charter, published in 2001, states that the protection of the environment is one of our principle values. Each employee is asked to participate actively in the management of our natural resources. An IBL Green Committee has been recently set up to coordinate all green initiatives implemented throughout the sectors of activities of the Group to reduce energy costs and wastes and to minimize their environmental impacts.

**MEADERS FEEDS LTD**

**Social Responsibilities**

Meaders Feeds Ltd engage itself heavily in fighting poverty. In fact, it helps associations which support poor families by providing them with the help of farming. Through this, the poor can have their food and to sell to earn some income.

Some organizations that Meaders Feeds Ltd have helped and are helping are:

- SOS Village Bambous
- La Chrysalide
- La Balise
- L' APEIM
- Le Mouvement pour l' Autosuffisance Alimentaire
- La Maison Familiale du Nord
- La Garderie Etoile de Riviere Noire
- Caritas
- La Fondation Georges Charles
- Le Centre de Solidarite pour une Nouvelle Vie, Rose-Hill
- L' Association Pere Laval des Sans Abris
- Le Lupus Alert
- La Congregation des Soeurs du BPS
- Le camp diabetique de Pointe-aux-Sables
- L' ecole ZEP Sainte-Therese de l' Enfant Jesus a Rodrigues

### **ROGERS AND CO LTD**

Rogers engages in the Protection of Coastal Resources. To sensitize each citizen on their impact on coastal degradation, to educate on good habits making a difference and to support national and community actions, is the new CSR focus of Rogers. Up till now the Mauritian

islands enjoyed a burgeoning corals ecosystem with varied fish, seaweeds, mangroves and other floras and faunas. However, due to increasing human activities and environmental constraints, our coastal ecosystems are now seriously endangered.

Based on its experience in the fight against HIV / AIDS, Rogers' CSR now engages in a new mission: that of educating and supporting Mauritians in the preservation of our deteriorating coastlines.

As Rogers' activities intervene on various latitudes, be it by land or sea, the group extends its cooperation towards the preservation of the beauty of our islands, a concern for all.

Rogers' CSR strategy will therefore comprise of three main orientations:

- Awareness

Make citizens aware of their responsibility towards the degradation of our coastal areas.

- Education

Teach all the good habits that make a difference.

- Support

Support, over the next 5 years, the national and community actions that will favor the protection of our coastline.

In order to measure the impact of the Awareness, Education and Actions projects on Mauritian citizens, Rogers will conduct a baseline survey on the current level of "Knowledge, Attitudes, Behaviors and Perceptions" of the general public on the subject. After two years, the same study will be repeated with the sample group to assess progress on the "awareness" and "education" and more important on changes in the behavior towards nature.

To carry out this ambitious program, all Rogers' entities will be mobilized, having chosen to focus on the areas close to their areas of competencies.

**Real estate and agribusiness** - Domaine de Bel Ombre will contribute to the rehabilitation of the endemic flora and fauna of the south-west of the island in the protected areas of La Reserve Naturelle de Frédérica, Case Noyale, La Terre des 7 Couleurs and other. This focus will support the development of green jobs in the region.

**The IT sector** (Information Technology) –EIS aims at protecting our natural inheritance from electronic wastes such as discarded batteries, cell phones, computers or printers. They will provide their stakeholders with recycling sensitization and facilities to direct these objects to the recycling agents.

**The real estate sector** - Foresite Property wished to support the promotion of the Maurice Ile Durable concept through strong educational activities towards the general public through its shopping centers, notably at Phoenix Commercial Centre and Riche Terre Mall. They will equally support the activities of NGOs working in the underprivileged regions

**The logistics sector** - Velogic will favor community development around the harbor by offering a second life to containers landing on the island, by building social houses and by greening the surroundings through simple daily steps such as: recycling paper, plastic, oil or wooden pallets.

**The hotel sector** - Veranda Leisure & Hospitality will strive to protect marine life and local communities through awareness campaigns and education of stakeholders living in the hotels vicinities. The communities will also be encouraged to recycle wastes and find innovative solutions for objects' reuse.

**The aviation sector** will promote the prevention of coastal and marine pollution. Employees and customers will be educated in recycle and the youth educated towards environmental initiatives.

## MCB

To ensure that the communities they serve benefit from their philanthropic agenda, a call of interest for project proposals is launched on an annual basis.

Organisations applying for CSR should meet CSR Guidelines as well as internal criteria of MCB Forward Foundation (MCBFF). Three different level committees have been set up in order to coordinate, monitor and evaluate all strategic aspects in relation to community investment in Mauritius and the region. Upon submission of Concept note, the MCB forward Foundation will assess project and conduct site visits. These will allow us to assess the social needs of our regions while interacting with the relevant stakeholders at grass-root level.

### **Absolute Poverty and community empowerment**

The exclusion of any individual from society affects not only the individual, but his family and the community at large. MCB Forward Foundation fosters income generation activities which are designed to maximise quality of life.

Rs 21.9 million Budget disbursed

15 Projects

6000 Beneficiaries

### **Socio economic development**

The MCB Forward Foundation works with NGOs for the empowerment and inclusion of vulnerable persons and focuses on sustainable initiatives that will increase the overall quality of life of through educational, rehabilitative and preventive services.

Rs 17 million Budget disbursed

14 Projects

5000 Beneficiaries

### **Welfare of Children**

Children are the pillars on which a country rests its future. Their rights and privileges need to be secured to assure their fullest possible development. The MCB Forward Foundation invests in projects which equip children to face future responsibilities as well as modern challenges.

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Rs 8.9 million Budget disbursed

19 Projects

2000 Beneficiaries

### **Health**

MCB Forward Foundation believes in and promotes culturally appropriate health interventions among vulnerable populations. Health care professionals must be provided with necessary tools to ensure that appropriate and effective care is provided to patients. MCB Forward Foundation invests in the development and promotion of health activities and interventions for disadvantaged and marginalized beneficiaries.

Rs 7.6 million Budget disbursed

20 Projects

1000 Beneficiaries

Showcase

- Setting up of green house for secondary students
- MCBFF advocates for increased awareness on social ills.
- Setting up of a Digital language lab for school drop-outs
- MCBFF believes in education through musical learning and social development of children
- MCBFF funds a musical class in primary school
- MCBFF funds a project to empower vulnerable women through handicraft
- MCBFF funds an artistic show set-up by vulnerable children
- MCBFF funds supported accommodation for ex-detainees
- MCBFF funds therapeutic programmes for disabled children
- MCBFF invests in a prevention and counselling unit for the youth



- MCBFF invests in ecosystem restoration through giant tortoises
- MCBFF promotes self-sufficiency for food and develop interest in agricultural activities
- MCBFF support Zippy's Friends , a school-based programme that helps young children to develop coping and social skills

## **SBM**

### **Our CSR Projects**

SBM has an intensive CSR programme which is focused mainly on Education and Empowerment of vulnerable groups. SBM has set up its own CSR programmes like the SBM Scholarship Scheme (through the SBM Education Fund), the SBM IT project (in partnership

with the E-Inclusion Foundation) as well as its Internal CSR initiatives engaging our employees in supporting the community. SBM also participate in the National Priority Areas as defined by the new legislation on CSR - Social Housing, Eradication of Absolute Poverty (EAP) and the Welfare of Children from Vulnerable Groups. These projects are implemented with the collaboration of the National Empowerment Foundation (NEF) and several NGOs. The Bank's CSR objective is not only want to empower vulnerable groups but to go towards the end objective of empowerment - i.e. provide tools and opportunities to those in need to achieve employability.

At SBM, it is their firm belief that sustainable growth can only be achieved in partnership with the community in which they operate. Hence, the Group ploughs back 2% of its profits annually in the community through Corporate Social Responsibility (CSR) initiatives. CSR at SBM is the way the Bank integrates social, environmental and economic concerns into its culture and decision making process in a transparent and accountable manner so as to better the lives of stakeholders both within the organisation and in the community at large.

During the financial year 2009, SBM has reviewed their Corporate Social Responsibility (CSR) policy, with focus on economic empowerment, education, sports, health and the environment. They are also fostering a culture of volunteering among staff through awareness, opportunities and company support. The introduction of a 2% CSR levy on profitable companies by the Government is a welcome initiative, attuned to our cause of favouring a triple bottom line consisting of People, Planet and Profit.

### **Areas of Intervention**

They are convinced that education is a means to empower children and adults alike to become active participants in the transformation of their societies. Education is the essential path to get out of poverty.

Hence, their CSR initiatives are targeted to those who are deprived, and they support projects with an educational and empowerment dimension in various fields. These can be microprojects supported at service unit level, or national/regional medium-long term projects.

In accordance with the CSR Guidelines, SBM does not support any project from individuals and religious or political bodies.

## **1. Societe Mauricienne pour la Protection de l'Enfant (SMPE)**

### **1) Historical Background of the NGO**

Set up in year 2000 through Paroisse St Therese where social problems (Community issues) were discussed and there was a need to consider. Therefore, they decided to take children from 12 to 16 years who were rejected by their parents who were in alcoholism or drugs and

provide them with education and literacy where they can learn how to live in the society. At this time, there was no programme of 9 year schooling as well as no CSR programmes and government grants. But for now, they receive around 75% of finance from the private sector firms through the 2% CSR legislation and 80% comes from people they know.

**2) What do you understand by Social Marketing and are you involved in same?**

The president was very well aware of the definition of social marketing and knows that it has been applied in the NGO for the past 15 years. Their involvement in Social Marketing was in terms of the promotion of the environmental education with the collaboration of Mission Verte to their 20-25 children.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The activities that SMPE does are:

- Safety issues: Crime prevention in terms of reducing alcohol-related violence on children and child abuse and neglect
- Environmental issues: Pollution prevention
- Community Building issues: Children care, literacy/ education
- Socio economic development activities: Embroidery, cooking, sewing and sports activities

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

There are two permanent staff who are remunerated by the NGO and many volunteers come to help with training courses that they provide such as: embroidery, cooking, sewing and sports. The volunteers are mainly those who are retired and who were once lecturing courses like mentioned above. They lend their contribution to the development of those children.

**5) Who are responsible for building those social marketing skills and how they do it?**

Training of the two members accompanied by the President is done during holidays through external learning processes like cursory off-site visits with others to grasp knowledge and information on certain specific items along with good behavioral skills that are needed in order to better manage the children. This process occurs on a one time basis which is yearly. Besides, they are also engaged in internal learning processes which involve continuous training and continuous improvement in the approach which entails more than one visit and such processes involve self-study of the staff whereby learning is achieved on their own by noting the behavioral pattern of the children and how they respond to certain issues.

**6) What is hampering the building of these skills and competencies?**

So far, there has been no problem concerning the skills and competencies of the staff at SMPE. But, one thing is finance that's for sure because training of staff is costly and if the government does not give any grant like in SMPE's case, training becomes very difficult as the 75% sponsorship from private companies in terms of CSR contribution and 80% which comes from acquaintances are all eaten up in providing assistance to the 20-25 children under SMPE's responsibilities.

**7) To what extent there is partnership?**

SMPE does not hold any partnership with any company or other NGO. It functions on its own with the help of volunteers.

## **2. Victim Support Mauritius**

### **1) Historical Background of the NGO**

A group of volunteers created the association in the year 2002 with the help of Victim Support UK. The NGO acts as an information provider and facilitator to those who are seeking help especially in cases of rape, sexual assault and domestic violence (Safety Issues) and also aims to reduce crime prevention by providing necessary help and support mainly to victims and they are not concerned with offenders. The executive in Mauritius consists of 15 members along with their legal advisor, a psychologist and some volunteers who are working with them. The Victim Support Mauritius has even won the best practice in South Africa by SADC as their code of ethics is based on: respect, independence (no judgement), nondirective,

confidentiality, no statement on offenders, no involvement in politics and to train volunteers to deal with victims through the training kit.

**2) What do you understand by Social Marketing and are you involved in same?**

The president is aware of social marketing but not in depth. After explaining to him, he had a better picture of it and accepted that they were involved in same for the last 13 years.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The activities they are involved in are:

- Safety issues: Crime prevention by creating public awareness and precautions to be taken by distributing pamphlet and by communicating via the radio stations in Mauritius.
- Community building issues: Training and education. Victim Support also has a programme for police freshers as they consider that police officers should be aware of how to deal with victims and not to question the victims too much as they can collapse. Moreover, educational training on crime prevention is also given to primary and secondary children.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

Based on the truth, all the people working in Victim Support Mauritius are people that we can trust as they show innate competencies and feelings that are vital for the good development of the organization. To be noted that the volunteers working for the NGO were once victims or sometimes there are parents of victims who are involved as volunteers. As such, they have the empathy to deeply relate and connect with people's situation and empathy is the main rationale behind people joining the NGO. Other required skills are to be active listeners and show care in such a way that the victims can feel at ease to open up.

**5) Who are responsible for building those social marketing skills and how they do it?**

The Victim Support in UK provides many facilities to Mauritius in terms of giving them a training kit each year which help them in the training process of the staff. The training kit has all the necessary requirements and steps by steps to cater for the training needs of the staff. Thus, they are involved in internal learning processes in terms of collaborative processes to initiate problem-solving activities and obtaining information from other associates like in UK.

**6) What is hampering the building of these skills and competencies?**

The problems they are facing are lack of volunteers and finance.

**7) To what extent there is partnership?**

They work in collaboration with the MACOSS, the Municipality of Curepipe which gives free transport, Family Protection Unit, and private firms like Barclays and CIEL group which helped in sponsorship as well as the government but not annually.

**3. Protection of Animals Welfare Society (PAWS)\*****1) Historical Background of the NGO**

They came into function in 1999 following the fact that there are too many stray dogs on the Mauritian roads which are degrading the Mauritian environment. PAWS goal is to prevent and eliminate all cruelty to all animals whether arising through ignorance, neglect or deliberate cruelty. They affirm that sterilization and education is the only humane and sustainable solution to the overpopulation of dogs and cats in Mauritius, both for the welfare of Mauritian animals and local and international reputation of our country as a humane society. To be noted that PAWS is a Mauritian community driven animal welfare organization with no affiliation to any political, ethnic or religious group. They are a transparent CSR-accredited NGO and are totally reliant on public donations and CSR sponsorship.



**2) What do you understand by Social Marketing and are you involved in same?**

Yes the President knows that it is related to the changing of people's attitude or influencing behavior of people to adopt a new behavior in the welfare of the society. She said being involved in same since 1999 in the action of educating the public on the benefits of sterilizing their dogs and cats for the welfare of everyone.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The types of activities they are indulged in:

- Community building issues: Educational programmes. As such, PAWS is sensitizing and encouraging people to vaccinate their dogs by providing educational programmes to the whole population which is costing around Rs 400,000 a month. They are still working on education by providing books and helping poor people sterilized their dogs by providing free sterilisation and in the alleviation of poverty
- Environmental issues: PAWS is contributing massively to the environment sustainability

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

They provide no training as all the staff are already skilled. They have 30 staff among which 2 veterinaries that are highly qualified along with technicians, animal welfare workers, 2 drivers and 2 managers one in the South and one in the North. Besides, they have 2 mobile clinics in the west coast and they aim to teach children social skills and they have a customer care programme. Besides, the skill of social perceptiveness is needed for PAWS staff to possess because good verbal communications along with nonverbal communications such as good body language, social cues, implications and cultural patterns of behaviors should be well established to create an impact on the public for them to adopt the new behavior of sterilizing their pets. And this skill already forms part of the PAWS staff apart from being highly qualified in other domains.

**5) Who are responsible for building those social marketing skills and how they do it?**

The social marketing skills were being built internally using self study internal learning process whereby information that was acquired by their own, within the operating context of their business. They consult public information and also source media through books, the Internet, go through government documents, and also use public, corporate and financial information. They engage themselves in such processes while they work at their own sites. In addition to acquiring information from public sources, they also acquire information for completing learning projects through the analysis of company documents and reports.

**6) What is hampering the building of these skills and competencies?**

They receive funding from the Human Society Inter-nation while nothing from the government but sometimes they get help from the 2% CSR funding. The major problem is finance and given that PAWS have a skilled workforce, there is lack of finance to compensate for the salaries of the skilled workforce.

**7) To what extent there is partnership?**

There is no partnership so far.



1)

**4. Mauritius Alliance of Women****Historical Background of the NGO**

The organisation was founded in 1978 where their point of focus was to give women their rights and status in the society. It was a joint project owned by Jagrity and the European Economic Development Fund where just before the election of 1982, Sir Seewoosagur Ramgoolam signed the contract.

**2) What do you understand by Social Marketing and are you involved in same?**

The president was not aware of this technical term. But once explained to her, found that the NGO is well involved in social marketing tackling mostly the safety issue.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

Types of activities:

- Community building issues: Women rights. As part of trying to change behaviors, causerie along with art competition on human values and essay competition were organized. This necessitates at least 2 major activities per year. The Jagriti Handicraft Co-operative Society are helping women in entrepreneurship and the Mauritius Alliance of Women gave the status of women and children in Mauritius. Besides, they also help in legalising religious wedding in 1983 and demanding for more colleges for girls apart from QEC and also demanded for equal pay for equal value which has been adopted only partially (90%) till now. Jagriti has 600 members but only 50 are active and they are all retired persons

4)

**What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills required for Alliance of Women are in terms of boundary setting in the sense that boundaries should be set accordingly to a specified period of time to ensure that the target and work is done on time. Besides, while setting milestones it can help set expectations that are more easily accepted.

5) **Who are responsible for building those social marketing skills and how they do it?**

Building skills for Mauritius Alliance of Women are done via internal learning processes like the collaborative process as the staff learn by themselves and this process is an important source of knowledge. This NGO enhance knowledge sharing and learn from each other through mutual interactions.

6) **What is hampering the building of these skills and competencies?**

The problem is the lack of volunteership in young adults for social work as well as finance as the government is not giving a helping hand in assisting the social issues faced by women and children.

7) **To what extent there is partnership?**

However, the Mauritius Alliance of Women has an association of 32 NGOs working with them.

1)

## **5. Anti-Violence Support Organisation**

### **Historical Background of the NGO**

The anti-violence support organisation was founded in 2005 where Mauritius was going through a difficult phase with the high rate of crimes occurring (Safety Issues). They did a workshop whereby all NGOs along with head of schools and universities were invited to know the main source of the problem and the result was the lack in human values and young adults are not responsive to social problems.

### **2) What do you understand by Social Marketing and are you involved in same?**

Very well aware and the president is aware that all the activities of the NGO evolve around changing behaviors

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

Types of activities:

- Community building issues: Educating people. To make young adults responsive to social problems through causerie, art and essay competition on human values, Mahatma Gandhi language to change behavior of the public. Organizing a minimum of 2 major activities per year where focus is on sensitizing the public.
- Safety issues: Crime Prevention. Work in collaboration with the police for the protection of people who are bound to become future victims. This comprises of campaigns made by the organization in terms of sensitizing people on the prevention of child abuse and reducing violence against women.

4)

**What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills as mentioned by the President are good listening skills, to show empathy for the victims or people in difficulties and to synchronize communication and action so that at the end of the day, the people's living will be improved.

5) **Who are responsible for building those social marketing skills and how they do it?**

The skills of some staff are innate as they were once victims of domestic violence. Besides on another note, they make use of self-study internal learning processes where they keep themselves update through public information and media like the Internet and online networking sites like Facebook to get to know the perception of people. Besides, self study will help in analyzing the organization documents and reports to plan for future processes and procedures.

6) **What is hampering the building of these skills and competencies?**

The problem is the lack of volunteers in young adults for social work as well as finance as the government is not giving a helping hand in assisting the social issues faced by women and children.

7) **To what extent there is partnership?**

1)

No partnership with business communities.

**6. Mauritian Organization on Drugs and Aids (MODA)**

**Historical Background of NGO**

The organization has been operating for the last 10 years with the view of educating people about AIDS and drugs prevention measures.

**2) What do you understand by Social Marketing and are you involved in same?**

They don't know what is social marketing but the 9 personnels are engaged in changing behaviors especially in prevention behaviors (Safety Issues) and to improve health of drug addicts and people having AIDS by educating them about prevention.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The target group are students and parents. They take people Mahebourg where the rate of drug addicts is higher.

The types of activities are:

- Health issues: Organise HIV/ AIDS programs where information is provided to the public and condoms are given freely, and in some cases they provide for harm reduction services.
- Community building issues: Educating by implementing awareness campaigns about the adverse effect of drug taking on people physical, emotional and social state. These campaigns are organized on an annual basis. In addition, once in a while they get CSR funding of Rs 3000-Rs 4000 from profit making organisations but it is very rare. The MODA calls for a committee with all the leaders of social problems



- 4) regarding Drug addicts and AIDS prevention to plan seminars, workshop according to their needs and availability

**What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills required for the MODA are in terms of empathy where it is very important for the staff to sort people's problems through both intellectual and emotional processes. Besides, receiving regular feedback from the intended audience is beneficial in terms of being able to evaluate the staff performance and to find ways to improve. Social workers of MODA should be able to cope with the stress facing the people in difficulties to be able to deliver the best to the people.

- 5) **Who are responsible for building those social marketing skills and how they do it?**

They are engaged in internal learning processes for building the required skills. They observe patterns of drug addicts and AIDS people through public information and other media sources like newspapers, magazines and internet to better understand the behavior of the victims.

- 6) **What is hampering the building of these skills and competencies?**

The major issue of concern is finance and volunteers to help in the creation of better skills of the NGO's workforce.

1)

**7) To what extent there is partnership?**

They work in partnership with the district council, other NGOs and the Municipality of PortLouis which provides them with travelling facilities and they get help from doctors from Brown Sequard hospital. Besides, the Star Club of Port-Louis provides them with infrastructure when need be. Furthermore, they are also in contact with the Beau Bassin Jail to know the behavior of the addicts and how they can help to make sure that these people don't get there again.

**7. Women's Foundation For World Peace**

**Historical Background of NGO**

Exists for more than 20 years having 6 committed members. Self directed organisation with no help from the government. Existed because of the prevention of school drop outs of poverty stricken children especially children deprived of education which was not free long time back.

**2) What do you understand by Social Marketing and are you involved in same?**

Not heard of Social Marketing but they are engaged in social marketing activities like enhancing the health issues and the community building issues.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The different types of activities are in terms of:

- Community building issues: Education. Providing children care. The foundation relies on MIE to educate the 200 children with the help of the CSR funding and via other fund raising activities they organize.

4)

- Health issues: Health check-ups. It contributes to improving the health of the 200 children by doing their eye test freely and sponsored by opticians to have their glasses freely.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills that are required for the NGO to effectively execute its actions are in assisting a person to change his behavior and through active cooperation which result to mutually satisfying solutions. Besides, active listening and showing empathy are also crucial skills for the organization.

1)

**5) Who are responsible for building those social marketing skills and how they do it?**

The Women's Foundation for World Peace builds its social marketing skills of its staff via collaborative internal learning processes. This is done mainly through mutual interactions whereby problem solving activities are initiated. Besides, self study internally is also done as part of enhancing knowledge and learning of the staff through public information available from other sources.

**6) What is hampering the building of these skills and competencies?**

To manage the 200 children necessitates heavy capital which is hard because no grant is provided by the government and the CSR contribution does not suffice. There is a shortage of finance in order to give proper qualified training to the staff members.

**7) To what extent there is partnership?**

There has been no partnership so far for Women's Foundation for World Peace.

## **8. Society for Aid to Children Inoperable in Mauritius (SACIM)\***

### **Historical Background of the NGO**

Existed since 1968. Despite the medical facilities provided in hospitals, many complex case could not be treated because of inaccessibility to travel abroad for operations. Till now, 650 children were treated with the help of SACIM having problems such as heart malformations, "tumeur cerebrales et orbitaires", "anomalies renales, intestinales" and "anomalies orthopediques". SACIM operates in such a way those treatments that are financially inaccessible to families in Mauritius, Rodrigues and Agalega. The children are sent to Australia (Perth, Melbourne) or India (Bangalore) for medical assistance while SACIM covers all their costs.

### **2) What do you understand by Social Marketing and are you involved in same?**

The president is aware of the term social marketing and the NGO duly applies it in the sense that it works in the interest of those children who are less than 18 years and who are faced with inoperable diseases in Mauritius.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The types of activities that it does are:

- Health issues: Diagnosis of children with inoperable deficiencies taking their responsibilities to send them abroad by covering all the costs free of charge. Besides, they take responsibilities before and after the child goes through the operation while observing their medical and moral patterns.

1)

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

Given that they deal with children below 18 years old, there is a list of skills that should be present in the staff while dealing with those children. The NGO comprises of 14 members with Dr Rajcoomar who is the President along with a pediatric professional and qualified nurses who know how to cater for the children's health. As mentioned, the staff employed are already highly qualified in their domains. However, the skills that each one of them should possess good listening skills, empathy, boundary setting as it involves the lives of these children, proper organization and coordination skills.

**5) Who are responsible for building those social marketing skills and how they do it?**

The SACIM builds its competences with the help of external learning processes such as the extended off-site consultation where consultation takes place on a one-time basis and this is done yearly and children are sent to Australia (Perth, Melbourne) or India (Bangalore) for operations. Furthermore, they implement a self study as part of the internal learning process where information are retrieved on the diseases from books, and the internet and to communicate to doctors in Australia and India to see if the children can be treated there.

**6) What is hampering the building of these skills and competencies?**

They lack resources in terms of finance and they don't know how to reach the children in problems. This is where they are seeking the help of the University of Mauritius if the latter

can organize something for them to reach families who have children with inoperable difficulties in Mauritius.

**7) To what extent there is partnership?**

They get finance from private firms like CIM Finance and Air Mauritius which provide them with a discount for travelling abroad and ENL which gave them a car as a contribution. However, they receive no help from the Municipality of Vacoas and very rarely they are given government grants. Furthermore, since 1997, they work in collaboration with Perthand Melbourne hospitals in Australia and the Bangalore hospital in India. They have also worked in partnership with hospitals in Australia, South Africa, Germany, England, Ireland and Switzerland.



## **9. Children Foundation\***

### **1) Historical Background of the NGO**

Founded in the year 1979 it has the main objective to provide Value Based Developmental Education to children with special needs. It is an NGO governed by a Board of Professional Volunteers operating as a member of Alliance for Children where the coalition of child rights organizations and activists fight for the rights of the child in line with the United Nations Convention on the Rights of the child and the United Nations Convention on the Rights of People with disabilities. They are running two schools in Vacoas and one in St Paul for children with Disabilities and one shelter in Floreal. Their mission is to provide quality and developmental education, specialized care and facilities in the best interest of children with special needs.

### **2) What do you understand by Social Marketing and are you involved in same?**

Yes they do know about the term social marketing and they also applies it in terms of health issues for children. The three Schools cater for around 60 children with special needs, falling within the age group of 6 to 20 years, having the following challenges: Mental Retardation / Learning disabilities / Mild handicaps /Behavioral disturbance. The Shelter in Floreal accommodates children in distress, aged between 0 to 3 years old, referred by the Child Development Unit.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

Children Foundation is duly registered with the Special Education Needs Unit (SENU) of the Ministry of Education and Human Resources.

The types of activities they perform are:

- Health Related issues: Cater for mental retarded children and children facing with behavioural disturbances, learning disabilities and mild handicaps.

- Community building issues: Literacy programmes provided to those children as well as tai chi/ karate courses to the children
- Environmental issues: the Children Foundation encourages children to love and respect nature. The children learn that nature is something beautiful, valuable and worth protecting. Aesthetic activities are often combined with environmental work, encouraging children to create cleaner and healthier surroundings. The NGO wants children to feel part of the community and to understand that everyone is responsible for the future of the environment and that of Mauritius.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The staff are being trained by the MIE and the training is given to only 2 staff at a time mainly the seniors. In addition, there are two professors who work as volunteers to the group and provide the children with good education (Literacy in Community Building Activities)

**5) Who are responsible for building those social marketing skills and how they do it?**

Building the social marketing skills is made possible through the internal learning processes mainly the collaborative process where issues related to problem-solving activities are discussed, monitored and consulted with members of the staff and the director. Besides, there are also other internal learning processes being implemented such as self-study where relevant information is acquired on its own as they consult public information and also source media to build on their skills and capabilities.

**6) What is hampering the building of these skills and competencies?**

Finance is a major problem when it concerns training as the latter is very costly to be provided to all staff. Besides, there is a need for more staff to work as volunteers. In

addition, people can help them by referring children who are in need of special education to their schools.

**7) To what extent there is partnership?**

Some companies that were in collaboration with the NGO to some extent are the SBM, Mauritius Telecom, DHL and Unicorn Trading. The government gives Rs 17.50 per child for their food which is not sufficient. Therefore, they are having new sponsors to finance the children lunch. They get finance from fund raising activities via the 2% CSR contribution in private firms and they are contacted through email. Besides, there are also professionals working with the NGO for example, they have a nutritionist, two doctors, one psychologist and one occupational therapist.

The Children Foundation is an affiliate of:

- Mauritius Council of Social Service (MACOSS)
- National Children's Council (NCC)
- National Council for the Rehabilitation of Disabled Persons (NCRD)

**10. Physically Handicapped Welfare Association\*****1) Historical Background of the NGO**

The Cripples Welfare Association was formed in 1960 with the aim to bring relief to the numerous children and youngsters suffering from Poliomyelitis. From there, was born the Rehabilitation Centre in 1973 and in 1981, the centre changed its name into that of the Physically Handicapped Welfare Association. The number of disabled people presently attending the Centre is 46 with 15 males and 31 females aged between 18 to 60 years old. Most of them are with physical disability and many require wheelchairs and clutches to move. Some are slightly mentally retarded and few have communication impairment.

**2) What do you understand by Social Marketing and are you involved in same?**

Yes they are well aware of what is Social Marketing. Surely engaged in same as their objective is to promote the welfare and development of the disabled persons, providing them with a social, educational and economic framework and an entertaining environment that are essential for their own “épanouissement” and integration in society.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

There are various types of activities that the people are engaged in:

- Community building activities: The disabled persons attend the centre for daily work, such as reconditioning of headsets for Air Mauritius. They also do sewings work, quilting, embroidery, floral arrangements and undertake other subcontract jobs. Their craftwork is put on sale at the Boutique of the Centre. All these activities help the disabled persons financially and enable them to become more self-sufficient.
- Environmental issue: Gardening is one among the disabled people’s favourite hobbies. They grow vegetables and flowers for their own consumption and pleasure.

At the same time, the yard is embellished and provides a warm recreational place for them to enjoy.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The list of skills is numerous in numbers and these are to treat the people with empathy by understanding them both emotionally and intellectually. Besides being empathetic, it is also important that the staff demonstrate that they are organizing the people to accomplish certain task in a specified period of time. In addition, they should be active listeners to be able to build trust among those disabled people. Furthermore, the staff should possess good nonverbal communication and lastly, the coordination and cooperation among staff can help in providing an efficient alternative route to a mutually satisfying solution when dealing with the disabled people.

**5) Who are responsible for building those social marketing skills and how they do it?**

The staff are already skilled with the above mentioned competences. They did it through internal learning processes via self study where they learnt how to behave with these people by themselves by going through analysis of the NGO documents and reports and to gather relevant information from the Internet to efficiently formulate implementation processes and procedures. Besides, they organize monthly meetings to discuss about future activities and they do an assessment of the actual skills and competences of the staff in the organization.

**6) What is hampering the building of these skills and competencies?**

Lack of finance hampers the training and development of the staff to a large extent. Besides, there is not enough staff to deal with the 46 people, therefore, the time to be spared for training is restricted.

**7) To what extent there is partnership?**

There are no partnerships as such but there is a list of sponsors that help in financing the NGOs' projects such as Emtel, Currimjee Foundation, MCB, AML, EML Consultant, PKL, Mauritius Union, Deutsche Bank and Rose Hill Transport.

**11. Mauritius Mental Health Association (MMHA)****1) Historical Background of the NGO**

The MMHA founded in 1958 is an organization in the view of taking the responsibilities of mentally handicapped people aging from 5 years old to 45 years old. The NGO has 30 staff members consisting of a manager, handy worker, director of studies, secretary, accountant, 10 teachers, 5 assistant teachers, 9 caretakers, a workshop supervisor and a daycare supervisor. Besides, there are 6 part-time staff comprising of a psychologist, a speech therapist, an occupational therapist, a sports teacher, a music teacher and a drama teacher who come occasionally.

**2) What do you understand by Social Marketing and are you involved in same?**

Yes, Social Marketing aims towards marketing an idea or a particular behavior to benefit the society just like caring for the mental people in Mauritius by the MMHA.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The different types of Social Marketing activities are:

- Community-building issues: Literacy programmes to the children along with the organization of music and sports days to expose new talents and to plan educational outings as well.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills required to accommodate for the needs of the mental people are numerous, therefore major emphasis are laid on same to properly execute the tasks of the NGO. For all

social workers, there is a series of competences that they should possess in terms of empathy, active listening skills, boundary setting and coordination amongst others. The MMHA in addition requires important skills that of work life balance. The workers working for the NGO should possess this skill as it is important that they feel relax while working with those mentally handicapped people as the latter“ life is full of stress.

**5) Who are responsible for building those social marketing skills and how they do it?**

The director of the NGO is in charge for building the staff skills through internal learning processes such as self study and collaborative processes. Eventually, the director also assesses the performance of the children through the remarks made by the teachers on the report book. As such, the director, will spot where the gap is and following this, meetings will be held with the staff to come up with proper solutions to solve the problem. A close monitoring is being made to know if there are areas that require attention. Besides, there is a free foundation course provided at the MIE for 15 to 19 staff on how to manage those children.

**6) What is hampering the building of these skills and competencies?**

Finance is a big issue as building the skills of the staff requires money as well as it is a very time consuming exercise. Besides, due to lack of finance, there are no facilities of sign language being provided to the handicapped people. Besides, every staff is paid in the NGO, therefore, with lack of finance, it has a direct impact on the behavior of the staff in properly executing their roles.

**7) To what extent there is partnership?**

There is no partnership as such but they receive annual grants from the Ministry of Education and Ministry of Health with Rs 2.2 million and Rs 1.3 million respectively. However, this amount does not suffice for the 72 people under the responsibility of the NGO as the annual budget comes around Rs 6.5 million. They are thankful to the CSR programme where many



private companies support them in their activities. To cite some, CSR funding is received from the HSBC, MCB, Deutsche Bank, IBL, Standard Bank, AML Mauritius Duty Free Paradise among others.

## **12. Action Familiale\***

### **1) Historical Background of the NGO**

The organization has been operating for the last 50 years to assist people in Mauritius as well as in Rodrigues. It was founded by Mgr. Jean Margéot in 1963 in the view to control child birth and to solve the problem of overpopulation in the 1960's. Their values are to show respect to others especially between couples and towards children. Besides, they work towards consolidating couples and families, train parents to accompany their children and to educate the youngsters about sexuality. As mentioned, Action Familiale has two departments which are first couples and families and secondly youngsters. Besides, they work in close collaboration with the government.

### **2) What do you understand by Social Marketing and are you involved in same?**

Social Marketing is a new term and it surely involves concern for all individuals. As far as Action Familiale is concerned, it surely involves social marketing as they operate in the wellbeing of the population.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The various types of Social Marketing activities are:

- Health issues: Education on natural methods of contraceptive which do not have any side effects on the women's cycle. Till now, 29,111 couples have been taught about the natural method.
- Community-building issues: Provide educational campaigns to develop harmonious families in the view of building a stable society, therefore preventing domestic violence and contribute in the alleviation of poverty through education of couples in impoverished regions. In addition, parents are being sensitized on how to better

understand their children and these campaigns are being done through Radio programmes as well. Till date, 30,000 couples have been exposed to such campaigns. Furthermore, the youngsters are sensitized in becoming responsible adults, to have their self-esteem and on how to prevent pregnancy the right way and how to prevent communicable diseases like the VIH/ SIDA. In 2013, 6,158 primary students and 10,510 secondary students were approached by the NGO. 267 youngsters were also sensitized outside of schools in rehabilitation youth centres, scouts etc., Moreover, they have reached 10,405 youngsters through sketch presentations on “Enn comportment responsab”

- Community-building issues: Education to prisoners on sexually transmissible diseases and VIH/ SIDA and to inform them on the potential dangers associated to the different drugs. The teaching session is done twice a month at the prison of Beau Bassin.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

All the staff at Action Familiale are well versed to cater for the needs of these people. There are 60 teachers in all who come from different religious background and who work in the interest of couples and families covering all regions in Mauritius and Rodrigues. Besides, 10 teachers are engaged in educating the youth having as objective to create stable families in the near future. The skills are in terms of being persuasive and use related to facts to convince people. Besides, all the staff should cooperate when delivering education to those in need because they are covering the whole country with only 70 social workers, therefore, there should be a proper planning.

**5) Who are responsible for building those social marketing skills and how they do it?**

They are engaged in internal learning processes mainly self-study and extended on-site consultation where they have professional consultants in African countries through the “Federation Africaine de l’Action Familiale.”

**6) What is hampering the building of these skills and competencies?**

The main problem faced is the lack of volunteers who are ready to contribute to the organization with an average salary. Besides, lack of staff poses a problem when some of them have to go for training sessions.

**7) To what extent there is partnership?**

There is no partnership as such, but the NGO works in close collaboration with PILS. Besides, they have a list of companies who sponsor them but TOYOTA and Golden Foods Ltd are the faithful sponsors every year.

### **13. Mauritian Wildlife Foundation**

#### **1) Historical Background of the NGO**

The Mauritian Wildlife Foundation (MWF) is the only NGO in Mauritius to be exclusively concerned with the conservation and preservation of the nation's endangered plant and animal species.

Their hands-on conservation projects are carried out in Mauritius including the offshore islets and Rodrigues. They work closely with local and international partners, with the long-term aim of recreating lost ecosystems by saving some of our rarest species from extinction and restoring the native forest. Another important part of their work is to raise awareness about conservation issues through our education programme.

#### **2) What do you understand by Social Marketing and are you involved in same?**

Social Marketing got to do with how the need for a change or an improvement in behavior is communicated to the public. The MWF activities correspond very much to what social marketing is especially relating to the environmental sustainability issues.

#### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The MWF is committed to education and raising awareness as core components of the conservation of biodiversity. The different types of activities they do are:

- Community-building issue: Education. The funding of schoolchildren to visit Ile aux Aigrettes for their Learning with Nature education programme is made possible under the CSR scheme, in 2011 providing over 4,000 students with the opportunity to take part in this award-winning educational experience. The MWF offers two visitors“

programmes on Ile aux Aigrettes which are known as Guided ecotours and Learning with Nature tours.

- Environmental issue: They visit schools and other institutions on request to talk about environmental and conservation issues, participate in exhibitions, give interviews to the media and are collaborating with education authorities in Mauritius to make conservation information and resources available to science teachers. Most of our education and awareness activities in Mauritius are now sponsored under the Corporate Social Responsibility (CSR) initiative.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The staff working in MWF are already highly qualified people presiding economist, chartered accountants, barrister, businessmen, retired solicitor, retired sugar estates administrator, scientists, veterinary surgeons among other qualified staff. As such they are not engaged in too much training of their staff. However, there are some skills that are needed in terms of volunteering to work for such activities and the staff must be passionate while delivering education on the conservation of the environment.

**5) Who are responsible for building those social marketing skills and how they do it?**

The social marketing skills are already there given that the staff are already qualified in the relevant field of work. Moreover, for the learning processes the MWF makes use of both internal and external methods. The internal learning processes comprise of on-site expertise where extensive monitoring of and interactions with the internal experts are done. Besides, external learning processes take the form of cursory visits with others and extended off-site consultation whereby other companies will lend their help in the training of certain staff by the Durell Academy.

**6) What is hampering the building of these skills and competencies?**

The staff working at MWF are mainly appointed based on volunteering. Training of certain staff is a cost to the organization, therefore, requiring more finance which is limited.

**7) To what extent there is partnership?**

Since the introduction of CSR, a number of local companies have supported MWF's projects under the scheme and numerous activities have been organized in this context. Although CSR is vitally important in the financing of their projects, the participation of the personnel of the involved organization is just as important.

They rely on a wide range of local and international partners, both organizations and individuals, who offer their services, specialist skills, goods in kind and other means of supporting the work that the MWF do. The partners for MWF are numerous with companies like Air Mauritius, Ecosud, Emtel, Island Conservation Society, Le Defi Media Group, MBC, Rodrigues Education Development Company, Durrell Wildlife Conservation Trust, Seychelles Island Foundation, University of Bristol, Cambridge and Cardiff and the Ministries (Agro Industry, Education, Environment, Fisheries, Health, Labour and Tourism) in Mauritius among others.

## **14. Friends in Hope\***

### **1) Historical Background of the NGO**

It is a voluntary association founded in 1997 to provide care and support to persons suffering from such psychiatric disorders as schizophrenia, bipolar disorder, obsessive-compulsive disorder and related conditions and to their families.

### **2) What do you understand by Social Marketing and are you involved in same?**

They are not aware of what actually is social marketing. The NGO has many objectives which clearly show that it is fully engaged in Social Marketing and these are to raise public awareness and understanding of psychiatric disorders; to offer support to patients and their families; to contribute to the rehabilitation of patients so that they may reach their maximum level of autonomy and to contribute to improving the legal, administrative, financial and social frameworks governing the rights of persons suffering from psychiatric disorders.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

There are various types of activities that Friends in Hope is engaged in:

- Community building issue: Day activity and Rehabilitation Centre for up to 25 persons from Monday to Friday providing such activities as group therapy, gym, outings, art and creativity, theatre, relaxation; individual psychological support. Besides, through Hopeway (a training scheme) provides facilities such as art and craft workshop, sewing workshop, cafeteria, second-hand bookstore, thrift shop. The NGO also provides counseling services and information to patients and families and also provide for family support network. Besides, the NGO's programme of activities also comprises of games such as carome, quiz and monopoly to stimulate their memories and concentration and to promote interaction in groups and sharing of ideas.

- Health issue: Respiratory exercises, “la marche”, “groupe thérapeutique” to do treatment by simply talking and counseling the people, relaxation activities to make the people relax and minimize stress by doing yoga.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The main objective of Friends in Hope is to make the people adapt again to the society. The NGO workers should be well qualified in order to make the people communicate and behave in the right way. There are also some hygienic rules that they should be taught by the NGO workers. Some skills that are necessary to have in the organization is patience and showing empathy to the patients who should be treated with due care.

**5) Who are responsible for building those social marketing skills and how they do it?**

The NGO makes use of self study as form of internal learning processes whereby the President organizes a social skills program where there are various rules on behavioral pattern, hygiene at work with role plays and rules of communication to be abided by all the staff members.

**6) What is hampering the building of these skills and competencies?**

The limited resources constitute a problem while building skills and competencies of the staff members. Resources in terms of people, finance, time, equipments, and transport facilities are limited.

**7) To what extent there is partnership?**

There is no partnership as such for Friends in Hope but the companies that often help in sponsoring events are MCB and Barclays.



## **15. Ti Diams**

### **1) Historical Background of the NGO**

The NGO was formed in 2005 in the view to treat children and youngsters having Type 1 diabetes. They work in such a way that the diabetic persons live a healthy life with a good food intake and practice sports activities. Besides, the type 1 diabetes being an incurable disease but it can be controlled which involves a strict treatment.

### **2) What do you understand by Social Marketing and are you involved in same?**

Social Marketing is a new term given to social work. It basically tries to influence change in social behavior towards certain things that affect people's lives. Ti Diams of course is involved in it because it is looking for ways to increase the welfare of the society.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

There are various types of activities the NGO is involved in:

- Health issues: Education thérapeutique. The diabetes educators at Ti Diams work in collaboration with health professionals to guide and educate the families on how to manage the Type 1 patient at home as well as in schools or at work. Psychological support is provided to overcome the shock of diagnosis. The staff accompanies the patient when going for consultation to assure that the advice given is well understood by the latter's family. Besides, Ti Diams also provides a kit of free medical materials such as insulin syringes, glucometer, strips for blood glucose test
- Community-building issues: Educational and recreational activities to make Type 1 diabetics "Enjoy Life" through social interactions. Ti Diams organize two camping holidays annually for the Type 1 diabetics and as such, all the doctors are mobilized with them to assure their safety.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

Ti Diams staff are already medical skilled people and they work with professional medical doctors who are diabetologists, psychologists, ophthalmologists, nutritionists and pediatricians among others. Besides the professional skills, the staff should be well versed in some skills as they are dealing with children and youngsters. As these age groups are very vulnerable they should be taken care of in terms of staff showing caring, listening to them and to deeply connect to them while talking with them

**5) Who are responsible for building those social marketing skills and how they do it?**

Ti Diams has a programme for social integration of Type 1 patients which means that they want to make sure that these people live a complete life and this is made possible by continuously evaluating the situation of Type 1 patients. As a matter of fact, this is made through internal learning processes where a self study is being made on the situation with proper evaluation and future measures are taken into consideration to overcome the emotional difficulties as well as behavioral, social and financial difficulties.

**6) What is hampering the building of these skills and competencies?**

Ti Diams is the only organization taking care of patients having Type 1 diabetes and to ease the lives of their families as well. However, to be able to meet this objective efficiently, Ti Diams need financial support and other sponsoring help to improve the lives of the patients and the whole society in general.

**7) To what extent there is partnership?**

There are a series of companies that work in collaboration with Ti Diams and lend their help in financial or material terms in the last three years and these companies are: Actogether,

Barclays, Chemtech, Emineo, Fondation Joseph Lagesse, Fondation Nouveau Regard, IBL Foundation, J. Kalachand Co Ltd, JMSTUDIO, Mauritius Red Cross Society, Omnicane Foundation, MCB Forward Foundation, Sanofi Aventis, Paediatric Society, Sponsor a child and Terra Foundation.

## **16. Link to Life**

### **1) Historical Background of the NGO**

A group of volunteers, mainly women, who were survivors of cancer set up Link to Life NGO in the year 2002. The association started its weekly activities at the Women's Centre in Floreal. After its registration with the Registrar of Association in the year 2003, it also became a member of MACOSS. In the year 2006 Link to Life submitted a request to the Government for an office building to carry out its activities and after approval, Link to Life is now having an office building as from 1st March 2006 at 13 Britannia Park and carries out its support activities for cancer patients at this center.

### **2) What do you understand by Social Marketing and are you involved in same?**

Its main objective is to provide support and counseling to cancer patients and their families. It started its activities by „L'écoute“ (listening of patients' ordeal) at RT ward of Victoria Hospital to alleviate the trauma of the cancer patients. This activity is being carried out twice a week by a group of 15 volunteers who have received training in listening. The mission of Link to Life is to provide information, counselling and support to anyone, irrespective of sex, ethnicity or religious belief, affected by cancer, people presently or previously suffering from cancer, their families & friends as well as the caregivers; and also to create public awareness on the causes, preventions, importance of early detection and progress made in the treatment of cancer in Mauritius and overseas.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

There are various types of activities done by Link to Life and these are as follows:

- Health issues: Educational Programmes. During 2002 - 2012, many Cancer Awareness Programmes were conducted at various places such as schools, banks, colleges, private companies, NGOs and Government organizations. During the programmes, information was given about cancer, causes and symptoms of cancer,

types of cancer, cancer checkup and its importance, cancer treatment and prevention. During the programme, pamphlets related to cancer were distributed among the participants to educate them about cancer. Besides, the NGO give free facilities of breast cancer screening. As from October 2009 up to April 2013 more than 3000 women has benefited from the FREE Breast Cancer Screening. It is conducted by a Gynecologist twice a week only on appointment basis. Whenever the Gynecologist identifies any abnormality, she then refers the patient to the hospital. But the patient is also free to see any private medical practitioner for detailed investigation. In addition, cervical cancer screening also is available free of charge. Besides, At Link to Life, Group Therapy is organized twice monthly to share experiences among cancer patients. On these days patients can discuss with the counselors whether in group or individually.

- Community-building issues: Creativity Workshop. Once a month, Link to Life welcome 15 to 20 children suffering from cancer to perform art therapy. Art and creativity offer a path of opening up the windows to people's emotional interiors. Nonverbal therapy methods, such as painting, music, etc., are able to influence the well-being of the patients positively, within the modern healthcare system.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

Training volunteers to give moral support to patients in hospitals and throughout the island is one of the objectives of Link to Life. As such, it is vital for the staff of Link to Life to be skilled because it deals with the moral health issues of the patients having cancer. Besides, the disease is incurable but the staff are well versed in convincing people that everything will be alright and this requires persuasive skills. Furthermore, the skill that is most important for Link to Life is to listen attentively to the patients and respond to them.

**5) Who are responsible for building those social marketing skills and how they do it?**

Building the social marketing skills is vital especially for the volunteers who are new in the environment. As such, training programmes are planned and executed using the internal learning processes which are mainly on site expertise where there is an extensive monitoring with the expert in the medical fields and collaborative processes whereby information is retrieved internally and consultation is made with associates.

**6) What is hampering the building of these skills and competencies?**

Link to Life is the only NGO for cancer in Mauritius, spending hugely each year to provide support in all possible ways to vulnerable group of patients. In addition, they offer preventative measures against cancer before it spreads, information, counseling and resources to survivors and caregivers. As such, they are looking for volunteers to help in assisting others who are struggling with cancer. Furthermore, they call for a donation or sponsorship to be able to cater for better assistance to the people in need to be treated.

**7) To what extent there is partnership?**

In the last two years, Link to Life has increased its activities which are sponsored by many individuals, private firms and also by the European Union. Some of the private firms that are faithful to Link to Life are Phoenix Beverages, MCB, Foresite Rogers, Engene and LIC.

## **17. Alliance for Children\***

### **1) Historical Background of the NGO**

Alliance for children is a non-governmental, not for profit organization founded in 2006. It is a coalition of Child Rights Organisations and Activists, fighting for the Rights of the child in line with the United Nations Convention on the Rights of the Child, its optional Protocols and all other Human Rights instruments. As a coalition, the NGO is to be a leading forum for advocacy on children issues within and outside Mauritius.

### **2) What do you understand by Social Marketing and are you involved in same?**

The interviewee has not come across this word before. He was being explained and then he said social marketing is in fact what all NGOs are doing. Besides, the Alliance for children is very much on changing attitudes of people towards children, therefore, having as mission statement to actively engage in the promotion and protection of the Rights of the Child in line with the United Nations Convention on the Rights of the Child (UNCRC).

Furthermore, the NGO provides a forum for advocacy, inform and educate members on convention on the Rights of the Child, strengthen the capacity of member organizations and other stakeholders to protect Children's Rights.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

There are various types of activities that the Alliance of Children is engaged in:

- Community building issues: Education. Awareness campaign and public education on Convention on the Rights of the Child. Besides, after assessment, it is found that children who are neglected come from problematic families such as parents are drug addicts, alcoholic or divorced, therefore the Alliance for Children move to certain regions such as Case Noyale, Bambou and La Golette to sensitize the parents. Flyers are distributed to the public as part of the awareness campaign.

- Health issues: Medical checkups. The NGO also offers medical screening to those children under their responsibilities.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

There are a number of skills that are essential for the Alliance for Children and these are mainly to be able to be an active listener to gain the trust of the children and as such to be able to derive strategies to help them. Moreover, the staff members at the NGO possess good nonverbal communications while interacting which make the work done more efficiently.

**5) Who are responsible for building those social marketing skills and how they do it?**

Building the desired social marketing skills is made possible through internal learning processes mainly self study where training and capacity building exercises are provided. Besides, the staff should be able to create advocacy which relates to supporting and enabling the children to express their opinions and moreover, staff should be trained through research and networking.

**6) What is hampering the building of these skills and competencies?**

The problem facing the organization is the lack of finance and this has a negative impact on the training of the staff.

**7) To what extent there is partnership?**

There is no partnership as such and the Alliance for children gets some funding by building collaboration with the Government, development partners and the Civil Society.

**18. Mauritius Family Planning and Welfare Association (MFPWA)**



**1) Historical Background of the NGO**

MFPWA is the leading NGO in the field of family planning in Mauritius, promoting Sexual and Reproductive Health Rights and Services. It has existed since 1957 and has gathered over time; experience, competence and expertise. Recipient of the UN Population Award in 1990 and the Most Outstanding NGO in Mauritius in 2000 and 2005; MFPA is regarded as a model replication for many regions.

**2) What do you understand by Social Marketing and are you involved in same?**

The organization is very much involved in social marketing and they are well aware of what are the components of a Social Marketing project. MFPWA is committed to the promotion of social justice, gender equity, the advancement of the rights of the individual and family to free and informed choice regarding the number and spacing of children and contraception and to preparing young people for healthy attitudes and behaviour. It will achieve these goals through advocacy, information, networking and demonstration of quality care services.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

Types of activities involved:

Community-building issues: Committed to and aspiring to be the leader in the provision of quality sexual and reproductive health. Care to all segments of the Mauritian society through various strategies including education and counseling, networking, research, training, advocacy, demonstration of the best practices and provision of clinical services. The most central challenge in relation to the sexual and reproductive health needs of adolescents and young people is the lack of accurate information provided to adolescents through respective institutions such as the family, the educational system and the community overall. Therefore, the NGO has enhanced the care to at least 200 children victims of commercial and sexual exploitation and to parents through the provision of education, information, counselling, medical, contraceptive and legal facilities. Medium like the Press Articles, Radio Programme and TV Programme are also used to increase awareness on issues like child abuse, youth sexuality and other Sexual and Reproductive Health (SRH) issues.

Consequently, the MFPWA has conducted parenting sessions on „Responsible Parenthood“ which were organized in vulnerable community like Camp Carol, Carreau Accacia, Batterie Cassee, Grand Sable, Bambous Viriuex, Bois Marchand, Vieux Grand Port, and Le Morne and during which proper counseling was done as far as immunizations of new born are concerned and that they were also sensitized on the importance of good nutritional habits to remain in good health. Educational sessions were conducted for about 1000 adults and children on different issues related to SRH whereby medical and contraceptives services were provided free of charge to about 500 people. Besides, some of the people were referred for specialized services like echo-graphy, mammography, colonoscopy and other services to the MFPWA clinic. In 2009, 4 health fairs were organized with the support of AIDS Action at Rivière Noire, Batterie Cassee, Le Morne and Grand Sables which have reached around 2000 people.

Health issues: To prevent spread of HIV/AIDS, the NGO advocates for policies and programs that offer all people, including adolescents, information and services to prevent and treat HIV and other sexually transmitted infections. Besides, it also provide technical assistance to local organizations that offer sexual and reproductive health services and education to young people and women. Furthermore, it develops educational and training materials that address HIV/AIDS and help people gain the skills and the information they need to protect themselves.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

MFPWA has a long-standing expertise in conducting SRH training programmes for peer educators, teachers, pre-weds, social workers, community and religious leaders at national and regional levels. The skills required to deal with people facing problem of family planning need proper assistance from the staff members of the NGO in terms of empathy, active listening and self-awareness as they evaluate their own performance and work toward making it better while taking valid criticism in consideration.

**5) Who are responsible for building those social marketing skills and how they do it?**

Improving Community Access to Quality Reproductive Health Services through an Integrated Internal Learning Approach, the MFPWA has the aim to increase access to SRH Counseling and Services so as to improve the knowledge and education among children, adolescents, men and women from the vulnerable groups. Furthermore, the MFPWA has long-standing expertise in conducting sexual and reproductive health training programmes for peer educators, teachers, pre-weds, social workers, community and religious leaders at national and regional levels. In addition, to cater for adolescent and youth sexual behavior increase the Association's technical and managerial capacity for effective and efficient SRH services and improved programme performance through Research, Monitoring and Evaluation programmes mainly through self-study as part of the internal learning process. Besides, the Family Life Education Task Force are being constantly reinforced with new members whereby training facilities were available to them which will in turn allowed the trained members to conduct the concerning sessions among the students on a voluntary basis. Students from the Primary Schools and the Secondary Schools from different regions of the country are being constantly targeted to carry out the educational sessions.

**6) What is hampering the building of these skills and competencies?**

The major problem is the lack of volunteers to help in delivering the services to the people facing problems and besides, there are some people who are not well placed in the sense that they are not keen in adopting useful competences, there are some gaps that are spotted. In addition, to building competencies through training, it requires heavy investment in terms of finance and time.

**7) To what extent there is partnership?**

The MFPWA has many partners both locally and internationally.

The international partners are: International Planned Parenthood Federation , The Global Fund for HIV/AIDS, World Health Organization and The European Union (Decentralised Cooperation Programme).

The national partners are: Prime Minister's Office Ministry of Health & Quality of Life Ministry of Gender Equality, Child Development & Family Welfare Ministry of Education Ministry of Youth & Sports, Ministry of Social Security, National solidarity and Senior Citizen's Welfare, Ministry of Public Infrastructure, Land Transport & Shipping, The Mauritius Police Force, Ministry of Tourism & Leisure, Ministry of Local Government Rodrigues Regional Assembly, Municipality of Port-Louis, Mauritius Institute of Health, MACOSS, NATReSA, Mauritius Alliance of Women, Government Teachers' Union, Mauritius Labour Congress, Hans Bio-Medical Laboratory, APEIM, Mauritius Duty Free Paradise Co.Ltd, Compagnie Mauricienne de Textile Ltée, Chamarel Cosmetics Ltd, GlaxoSmithKline, Ecole Hotelière Sir Gaëtan Duval, Link to Life, National AIDS Secretariat Moore Stephens Legendary Technologies, Radio Plus, Radio One, Top FM and Mauritius Broadcasting Corporation.

**19. Mauritius United Nations Association (MUNA)****1) Historical Background of the NGO**

The United Nations Association of Mauritius (MUNA) was launched on 24th October 1976. MUNA is the Mauritius Branch of the World Federation of United Nations Associations (WFUNA), based at the UN, New York and Geneva. In the year 2001, MUNA obtained its consultative status with the Economic and Social Council of the United Nations (UNECOSOC). The UN-ECOSOC is the third important Organ of the UN after the General Assembly and Security Council. As an NGO enjoying special Consultative status with the UN ECOSOC, MUNA is now permitted to designate representatives at the United Nations Head Quarters in New York, and the United Nations Office in Geneva and Vienna. MUNA's President, Mr. Rashad Daureeawoo is elected Vice President of WFUNA.

**2) What do you understand by Social Marketing and are you involved in same?**

Social Marketing is to consider the welfare of the society along with ensuring the sustainable practices of organizations in helping to achieve the welfare. It makes use of various medium to communicate desired change in behavior. The MUNA aims to promote national and international peace, understanding, solidarity and co-operation among people throughout the world without distinction as to race, sex, language or religion and besides, promoting Sustainable Development.

**3) What are the types of Social Marketing activities and campaigns you are indulged in?**

The types of social marketing activities by the MUNA are:

- Community-building issues: Education. MUNA organizes of lectures, symposiums, conferences, seminars, workshops, forums on issues of burning importance and relating to UN ideals. It also launches awareness campaigns on sexual and substance abuse, population, education, AIDS awareness and AIDS prevention, battered Women

and Children. Besides, holding active programs on Human, Women and Child Rights; Social & Sustainable Development and to collaborate and organize joint programs with other Local, Regional and International NGOs with similar aims and objectives. The main programs of activities among others shall be: Eradication of poverty, Against corruption, Food Security, Agriculture, Environment, Rural Development, Land Reforms, Education, Peace-Security and Disarmament, Gender equality, Public Health-physical and emotional, HIV AIDS awareness and prevention, Water Management, Democracy, Sports, Culture, Artistic, Women, Child, Students, Youth, Elderly, Economic promotion, Tourism and Exchange, Media, Debt relief and those related to the UN programs and priorities.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The skills that MUNA staff posits are to inculcate among its members that all human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in the spirit of brotherhood and equality. Besides, they should act to promote and organize social, voluntary, cultural, educational, and sports activities. The staff members also work towards striving for the recognition of and respect for Human Rights and fundamental freedom and for the recognition of the responsibilities and duties which those rights involve for individuals, groups or associations. Besides, the members should possess persuasive skills in trying to promote behavior of tolerance, understanding, solidarity and co-operation among men, women and children without distinction to race, sex, language, religion or political orientation. Moreover, listening to those people and making them to voice out or defend by all legal and pacific means to any kind of oppression, victimization, discrimination and abuse of whatsoever rights due to religion/caste, political belief, sex, age and other ill-factor.

**5) Who are responsible for building those social marketing skills and how they do it?**

The MUNA organizes internal learning processes to further develop their social marketing skills and this is done through self study exercises and collaborative processes where the social workers cooperate with each other without distinction as to race, sex, language or religion and besides, promoting Sustainable Development. Besides, given that it has many partners, the NGO is also involved in extended off site consultation where consultation takes place over a period of time and entails more than one visit to the source from where information is being taken.

**6) What is hampering the building of these skills and competencies?**

The fact that many youngsters are not helping in becoming volunteers to help in the activities of the NGO constitutes a problem in terms that some skills and competencies would fit the youngsters better as compared to older volunteers. This is so as the youth have their own way of influencing people in the same age group.

**7) To what extent there is partnership?**

There are many partners to MUNA which are mainly the Youth Council- Mauritius which is affiliated to World Assembly of Youth (WAY) and Southern African Youth Development Community (SADC YM). Besides, they have the Council of Students and Youth Movement ( Affiliated to: International Youth & Students Movement of the UN (ISMIN), International Union of Students (IUS), African Youth Union, Non-Aligned Students & Youth Organization (NASYO), Environment Liason Center (ELC), Federation of Medical Students Association, Asian Students Association (ASA). Moreover, they also work in collaboration with the

Union of Women's Committee which is affiliated with the National Women's Council. The Africal League of Human and People Rights (Mauritian Branch) and the Mauritius NGO Forum.

## **20. Teens in control (TIC)**

### **1) Historical Background of the NGO**

Teens-In-Control (TIC) is an NGO delivering gender relations awareness programs for adolescents and youth, focusing on youth sexuality and promoting the benefits of ABSTINENCE as a choice in building healthy lives in Mauritius as well as in Rodrigues. The vision of TIC is to improve the overall mental and physical health of the society by lowering prevalence of sexual transmitted diseases including HIV/AIDS, reducing teenage pregnancies and lowering gender violence. By making the right choices and staying focused, the many consequences that hold teens on the circle of poverty is avoided, thereby economic empowerment.

### **2) What do you understand by Social Marketing and are you involved in same?**

Social Marketing is mainly involved in influencing or changing ideas and behaviours. At Teens in Control, the main message is embodied in CPR Programme (Creating Positive Relations) – the programme has been tested and successfully delivered in USA for decades and the current version used by TIC has been further enriched with almost a decade of experience in Mauritius and has therefore been adjusted to local cultural and social milieu.

### **3) What are the types of Social Marketing activities and campaigns you are indulged in?**

TIC has been in operation for over a decade and has delivered the program to over 30,000 teenagers in numerous schools throughout Mauritius and Rodrigues with the message of “Sexual Health” in building healthy and happier futures.

It is involved in many types of Social Marketing activities and these are:



- Community-building issues: Education. Provide prevention through education, awareness and creating change of risk behaviours and in particular by delivering well designed, proven and meaningful educational and awareness projects to both youth and their immediate social surroundings – focusing mostly on delivery of TIC programme (Creating Positive Relationships). Furthermore, to reinforce the educational messages through interaction in workshops, group and individual consultations / counselling both with youth (PRIMARY TARGET) and their parents, guardians and educators (SECONDARY TARGET). Besides, they are also involve in creating communication platform and programs for raising general awareness of the issues of teenage sexual abstinence as means to better quality life for the teenagers and society as a whole. In addition TIC has produced a TV Series “Breaking the Silence” produced in cooperation with MCA and regularly aired on MBC. Several articles are also regularly published on local papers. Moreover, every year TIC reaches several schools and over 1,200 teenagers. The first Youth Camp was delivered to La Valette village reaching over 75 teenagers. The TIC Youth Camp was held over eight half day sessions. Future Youth camps are planned both in Mauritius and Rodrigues.

Besides, TIC has organised a number of workshops targeting youth influencers, i.e. adults and in particular parents and educators (teachers and head mistresses). It has also trained several instructors and peer educators in youth interaction. In addition, over the years the issue of sexual abstinence and education of youth and parents on gender relations has certainly been brought into a lime light. In 2004 these issues were a taboo in Mauritian Society and they pride themselves to have been a major contributor to the positive changes achieved to-date.

**4) What are the required skills and competencies required for NGO workers to engage in effective social marketing and how far do you agree that your workers possess the social marketing skills?**

The TIC should possess skills of showing empathy by deeply relating and by carefully listening to the youth in difficulties. Furthermore, the members should be well organized in such a way that they reach their objectives of teaching, educating, coaching, counseling,

supporting and guiding the youth towards successful participation within the society by making choices that lead to better goals. Furthermore, having proper time setting for the activities will help to meet expectations and better coordination of work.

**5) Who are responsible for building those social marketing skills and how they do it?**

The learning processes that they make use of is the self study most of the time because it involves less resources such as finance and time. They implement the self-study to enhance self improvement performance and these are done mainly by assessing if they are meeting their objectives of sensitizing the youth and they monitor the impact on the final results.

**6) What is hampering the building of these skills and competencies?**

Funding remains a major impediment to TIC work and its ability to reach larger numbers of children and parents. Lack of funds has also prevented TIC from delivering more educational materials in local language and in setting up permanent access for consultation, training and counselling centre.

**7) To what extent there is partnership?**

As far as TIC is concerned, there is no partnership being made.

### Appendix 3 Open Coding (Line-by-Line Coding): Full text PART II: Human Resources

Participants Views on Skills and Competences in NGOs (Extracted from Transcripts)	Open Coding (Line-by-Line Coding Using Gerunds)
<p>NGOs require the help of volunteers to assist in training courses embroidery, cooking, sewing and sports. They get volunteers who were once victims or parents of victims and they can have the capacity to deeply relate and connect with people's situation. Some of them are retired contributing their expertise in the organization. Good behavioral skills that are needed in order to better manage the children. Ensuring the staff has active listening skills. They must show care to the victims so that the victims can feel at ease to open up. They observe patterns of drug addicts and AIDS people through public information and other media sources like newspapers, magazines and internet to better understand the behavior of the victims. They aim to teach children social skills and some have a customer care programme. Besides, the skill of social perceptiveness is needed for the staff to possess good verbal communications along with nonverbal communications such as good body language, social cues, implications and cultural patterns of behaviors should be well established to create an impact on the public for them to adopt the new favorable behavior towards the people in need. Boundary setting in the sense that boundaries should be set accordingly to a specified period of time to ensure that the target and work is done on time. To effectively execute its actions, NGOs are assisting a person to change his behavior and through active cooperation which result to mutually satisfying solutions. Building the social</p>	<p>marketing skills of its staff via Helping volunteers in training and development; Volunteering based on past experiences; retired people contributing skills to learning in the organization; possessing good behavioral skills; ensuring active listening skills; showing empathy to victims; Observing patterns of behavior through media sources; Teaching social skills to children; Possessing good verbal and non verbal communication; Realising projects within a time frame Changing behavior through active cooperation</p>

Building skills through collaborative collaborative internal learning processes. The skills that each one of them should possess good listening skills, empathy, boundary setting as it involves the lives of these children, proper organization and coordination skills.

associates. Learning is also acquired when information is searched and acquired by its own through media and public sources. internal processes

Possessing good listening skills, empathy, boundary setting

Capabilities and learning are enhanced by obtaining information from other NGOs dealing with the same social issue in order to better grasp knowledge. NGOs also learn using internal strategies to develop their potentials by researching on their own behavioral patterns or trends about certain issues. Acquiring information from public sources, they also acquire information for completing learning projects through the analysis of company documents and reports. Building skills for via internal learning processes like the collaborative process as the staff learn by themselves and this process is an important source of knowledge. This NGO enhance knowledge sharing and learn from each other through mutual interactions. Besides, self-study will help in analyzing the organization documents and reports to plan for future processes and procedures. NGOs also build their competences with the help of extended off-site consultation where consultation takes place on a one-time basis and this is done yearly or twice a year. The staff are being trained by the MIE and the training is given to only 2 staff at a time mainly the seniors.

Capacity development by knowledge sharing;

utilizing internal strategies to capture behavioral patterns;

Acquiring information from public sources

Building skills through collaborative process

Enhancing knowledge through mutual interactions

Planning for future goals through self study

Building competencies based on external learning processes

Training social workers at the MIE

Contribution of knowledge and skills through partnership.

Knowledge is acquired through problem-solving activities and obtaining information from other

Knowledge sharing through partnership; acquiring knowledge; problem-solving

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activities; obtaining information for development; Creating internal learning through information search;

They work in partnership with the district council, other NGOs and the Municipalities which provide them with travelling facilities and they get help from doctors or professionals in other organisations. Some NGOs work in collaboration with other companies such as Australia, India, South Africa, Germany, England, Ireland and Switzerland.

For them, finance is of major concern when it pertains to the development and training of the staff. Some NGOs are given a training kit from NGOs abroad. Some NGOs work in collaboration with other NGOs or business communities to have some funding or sponsorship from the 2% CSR funding. There is lack of finance to compensate for the salaries of the skilled workforce. The problem is the lack of volunteership in young adults for social work as well as finance as the government is not giving a helping hand in assisting the social issues faced by women and children. The major issue of concern is finance and volunteers to help in the creation of better skills of the NGO's workforce. Some NGOs are looking for ways to reach their target group and they are seeking the help of other firms to provide them with ideas and incentives on how to look for the people in need. Other resources such as trained staff, time, equipments and transport facilities also poses an obstacle for the smooth running of the organisation

Partnering with public organizations;

Working with foreign countries

Finance hindering training and development; being given a training kit for capacity building activities; collaborating with other NGOs; funding of 2% CSR; sponsorship from other firms; decreasing compensation of workers' salaries; decreasing rate of volunteership; depriving the assistance of social issues faced by women and children; lacking finance and volunteers hampering training and development; seeking external help from other firms; looking for ways to reach target group;

Limitation of trained staff, time, equipments and transport facilities

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