Disrupting CSR | The Discovery Social-Value Model

Ruth Lewin | Head Corporate Sustainability
The Discovery business model and shared value

**WHY**
Make people healthier and enhance and protect their lives

**HOW**

- **Members**
  - Improved health, better value through improved price and benefits

- **Society**
  - Healthier society
  - Improved productivity
  - Reduced healthcare burden

- **Insurer**
  - Lower claims
  - Higher margins
  - Positive selection and lower lapses

**WHAT**

- Life insurance
- Short-term insurance
- Long-term savings
- Health insurance
- Banking
Discovery social value proposition

**BASED ON STRATEGIC INSIGHT**
- Deliver systemic change
- Social challenges assessment
- Strong M&E

**EMPHASIS ON PARTNERSHIPS**
- Multiple stakeholders combine resources
- Leverage expertise and networks

**REPLICABILITY AND SCALE**
- Clear programme design and implementation
- Process mapping

**COMMUNITY OWNERSHIP AT THE CENTRE**
- Community engagement and participation from inception
- Ongoing community consultation
- Sustainability
Creating social value in Orange Farm

Johannesburg is the largest metropolitan area contributing 16% to South Africa’s economy with a population of 9,933,000 (2011 census).

Orange Farm is a peri-urban settlement with a population of 400,000 situated South of Johannesburg and developed due to urban migration.

30% of housing is informal according to the 2008 University of Johannesburg Livelihoods Study.

The most deprived community in the City of Johannesburg according to the COJ Deprivation Index.

Inadequate services and infrastructure for community.
Creating Social Value in Orange Farm

- Orange Farm Project started as Discovery’s Employee Volunteer Programme
- Evolved into a model as example of how corporates can invest in community development Informed by:
  - Community needs assessment
  - Relationship with the City of Johannesburg
- Needs Assessment Results:
  - Socio-economically isolated community
  - High levels of NCDs, substance abuse and HIV
  - High learner to teacher ratio leading to behavioural problems
  - Residents predominantly employed in the informal sector
  - 60% unemployment rate in comparison with the overall 26.7%. 38.2% youth unemployment rate in South Africa
HIV in South Africa

2017

7.1 million people living with HIV

12.57% adult HIV prevalence

270 000 new HIV infections yearly

Of all new infections 100 000 are young women between 15-24 years

Of 12 000 new infections in children annually, 55% are on ARVs

Drivers of HIV are categorised as behavioural, biological and structural

Research shows adolescent girls are more likely to be HIV infected than boys

Socio economic status has a significant effect on risky sexual behaviour, exposure and sex under the influence or due to substance abuse
HIV linkage with the Discovery Model

The Shared-Value Model has unique quality in reaching at-risk adolescent girls and young women.

Two ways in which the programme gains access to this target group and targets socio-economic status, which is an HIV prevalence driver, include:

1. Recruitment of 44 young women out of 124 trainees at the Technical Skills Centre

2. Deliberate focus on recruiting/mentoring women at the Business Hub. 4 out of 10 enterprises women owned

3. Cancer testing for women

4. HIV testing through wellness programmes in partnership with PDOH
Include Discovery Foundation Alumni in the health priority area to create deliberate links in terms of HIV-related service offerings to Adolescent Girls Youth and Women (AGYW).

Targeted interventions with government partners will help retrieve disaggregated data to reach relevant population.

Extending the You Only Live once (YOLO) programme beyond 12 weeks and using local NGOs as implementing partners.

Interventions focusing specifically on prevention of mother-to-child transmission.
Discovery creating social value model

YOUTH SKILLS DEVELOPMENT
- Behaviour change programme
- Accredited technical skills training
- Basic work-readiness workshops
- Learnerships
- YOLO youth development programme

ENTERPRISE AND SUPPLIER DEVELOPMENT
- Business Hub for enterprise development
- Mentoring to small enterprises and entrepreneurs

HEALTH
- Human capital training: health centres
- Discovery health and lifestyle programmes
- NCD and HIV screening

PROMOTING THRIVING COMMUNITIES

PARTNERSHIPS
- Networking for sustainable programming and wider reach
- Strengthen existing partnerships
Established Technical Skills Centre
- trained 3 cohorts of 34-45 students in each cohort

7 Youth
- in short- and long-term insurance learnerships at Discovery, 1 employed

32% of staff
- volunteered in Orange Farm

3 Trained: Isipho Admin
- 1 in full time employment

33 Partnerships
- established with government and private sector

Skills development
- 79 trained in hand skills, electrical, and welding; 45 trained in renewable energy; and 67 youth placed in learnerships, apprenticeships, or full-time employment

Over 500 tested for NCDs
- in partnership with the Provincial Department of Health (DSY Foundation Alumni, Clinicians)

Business Hub
- Established; R3 569 500 invested

Nutrition and healthy lifestyles
- 6 groundsmen received accredited horticulture training
Partnerships for social value

**Youth Skills Development**
Technical Skills Centre:
Discovery, COJ, MSC
Artisan Academy, JP
Morgan, Joburg Water
Discovery

**Health**
Provincial Department of Health, 6 health facilities, Siyakhana Multipurpose Cooperative, Health Practitioners, Discovery volunteers

**Business Hub**
Discovery ESD, Gauteng Department of Economic Development, ABSA, Dutch Embassy, Township Fleva, SEDA

**Youth development/HIV prevention**
Behavioural Programme and YOLO
Departments of: Basic Education, Health and Social Development, Pact, Siyabonga, Radisela, Clean Touch, Scripture Union, 10 selected primary and secondary schools
Programme challenges

- Programme implementation delays (CoJ and business Hub)
- Changes in political administration delaying commitments made and MOU signing
- Community expecting assistance outside of defined programme areas
- Ongoing funding for the Technical Skills Centre
- Non-existing data and community population profile hindering intervention

Male support staff supervising female trainee at the Technical Skills Centre
Lessons learned

- Establish strong partnerships (community, local business, local government)
- Be consistent in engaging with the community and foster community ownership
- Be flexible and innovative
- Create a sustainability map
- Create a deliberate connection between health and youth
- Introduce new and updated reporting methods and systems
Success factors

- Employ research-based approach to CSR from the inception (plan, monitor, evaluate)
- Embedding expertise within the business and not outsourcing it – linking to shared value
- Leverage on employee skills and business relationships/partnerships to enhance the programme
- Be conscious in identifying and engaging recognised community structures
- Engage, be visible and be accessible to the community without creating dependency

Graduate from the first cohort of trainees
Questions and Comments!