

Organisational Exit Strategy For CSR: A Case Study of Action-Aid International Non-Formal Education in Uganda

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Abstract

The study examines the implication of organizational exit strategy on CSR in Non-Formal Education (NFE) within the context of sub-Saharan Africa adopting a case study research design with qualitative approaches. It aims to impact both academic and real world providing a theoretical lens integrating CSR, institutional theory, and project sustainability frameworks and assisting top management of NGOs, policymakers, donors, and development practitioners in designing frameworks that promote responsible and sustainable program exits and corporate behavior.

Due to the lack of policy guidelines at institutional and organizational levels, CSR effectiveness and sustainability are undermined, sporadic and inconsistent.

Whereas CSR is expected to be voluntary, the absence of minimum standards of behavior and proper funding endangers the long-term impact of such initiatives.

The research recommends that NGOs consider stakeholders' needs during an exit by involving and consulting with project beneficiaries and drafting various options of a sustainability plan, based on negotiation and consensus via social impact assessment, placing it as a requirement at the beginning of the project.

The highlighted elements are key pillars for project social development sustainability, not only as ethical values, but as factors that can be measured providing normative criteria for any effective, efficient social service delivery. CSR and exit strategies benefit communities, but sustainable impact requires leadership, adequate funding, and inclusive planning are essential for lasting impact.

Keywords: Corporate Social Responsibility; Non-Formal Education; NGO's exit strategy; Sustainability Plan; Corporate behavior; Stakeholders consultation.