



SCHOOL OF SOCIAL WORK, COLLEGE OF SOCIAL SCIENCES

ADDIS ABABA UNIVERSITY

**The Roles and Practices of Corporate Social Responsibility
(CSR) In Mitigating Social Problems in Ethiopia
(The case of 10 selected Business Organizations)**

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Master Thesis

Presented in Partial Fulfillment for the Requirements of

The Degree of Masters of Social Work (MSW)

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June /2019

Addis Ababa University
School of Graduate Studies
MSW Examining Committee

This is to certify that the thesis prepared by Yonas Woldeyes Habtemariam entitled The Roles and Practices of Corporate Social Responsibility (CSR) In Mitigating Social Problems in Ethiopia (The case of 10 selected Business Organizations). Submitted in partial fulfillment of the requirements for the Degree Masters of social work (MSW) complies with the regulation of the university and meets the accepted standards with respect to originality and quality

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Acknowledgements

First I give thanks to Almighty God for giving me this special opportunity to pursue a Master degree. This research would not be possible without contributions from many people.

I would like to show gratitude to my supervisor Dr. Debebe Ero for his invaluable guidance, encouragement and insightful comments for my research. I would like to thank my friends Mekia, Nedn, Minbale, zelalem, and Girum, for their support and comments.

I offer my heartfelt gratitude to my mother, family and colleagues

Abstract

The purpose of this thesis is to examine the factors that motivate private business companies in Ethiopia to participate and adopt the Corporate Social Responsibility (CSR), how they practiced CSR and what barriers do they see when they implement CSR. The empirical study was conducted using purposive qualitative method through in-depth interviews. The participants in this study were 19 which were taken from both multi-national companies and local owned companies, governmental Organizations, NGO and Private CSR practitioners to get diverse views about the issue. Many of the CSR related researches have been conducted on business and management areas and usually analyze the benefits of corporations than societal response. This research tried to give emphasis on the societal dimensions of CSR.

The findings indicated that CSR contribute a lot in mitigating social problems in the country. Even if both local and MNC are actively engaged in social issues, Multi-national companies tend to be more to maximize profits and enhance competitiveness, whereas local companies tend in value-driven CSR (good and the right thing to do, to give something back to society).

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Acronym

AACCSA – Addis Ababa Chamber of Commerce and Sectorial Association

BOLSA-Bureau of Labor and Social Affairs

CSR - Corporate Social Responsibility

EARI - Ethiopian Agricultural Research Institute

ECCSA – Ethiopia Chamber of Commerce and Sectorial Association

GDP - Gross Domestic Product

GTP - Growth and Transformation Plan

EHRC - Ethiopian Human Rights Commission

ILO - International Labour Organization

LDC - Least Developed Countries

MDG - Millennium Development Goals

MEF - Ministry of Environment and Forest, Ethiopian

(MIDROC -Mohammed International Development Research and Organization Companies,

MNCs - Multinational Corporations

MOLSA - Ministry of Labor and Social Affairs

MOENCO- The Motor and Engineering Company of Ethiopia

MOJ - Ministry of Justice, Ethiopian

MOLSA - Ministry of Labour and Social Affairs

OECD - Organisation For Economic Co-Operation And Development

PASDEP - Plan for Accelerated and Sustained Development to End Poverty

SMDGs - Sustainable Millennium Development Goals

TNCs - Transnational Corporations

UNDP - United Nations Development Programme

UNEP - United Nations Environment Programme

UN-SDG- United Nations Sustainable Development Goals

Chapter One- Introduction

1.1 Background to the Study

According to Nelson, (2006), Private enterprises offer the potential to improve the quality of life for millions of people around the globe. Almost all companies, regardless of industry sector and other variables have the potential to make a sustainable contribution to poverty alleviation. There is a wide variation in the specific contributions that different companies can make to supporting key social development.

In countries governed by weak or predatory states, where governance gaps are most acute, corporations may be more capable of delivering development than governments. Kuper 2010 cited in Sagebien & Whellams,(2011)

The World Bank report of 2005 for instance states that “Private firms are at the heart of the development process. They provide the goods and services needed to sustain life and improve living standards. They are also the main source of tax revenues, contributing to public funding for health, education and other services. Firms are thus central actors in the quest for growth and poverty reduction” (World Development Report, 2005, p.1).

Keith Davis (1960) took a step ahead and argued that “businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest” (Davis 1960, p. 70).sited on Jariko, M. A. (2016).

Social sphere of CSR should get enough attention because ignoring social issues can impede compliance with economically and environmentally sustainable practices (OECD 2001, 2)..

Rangan, Chase, and Karim (2012) defend that “CSR schemes reflect the human side of corporations, and their leaders’ personal commitments to contribute to the community and society of which they are a part”, as “some corporate leaders feel a compulsion to serve their community or society in the course of their business practice, while others sponsor CSR programs to express and support their employees’ community values” Rangan, Chase, and Karim (2012) (p. 3).

The core idea of the CSR concept is that the business sector should play a deeper (non-economic) role in society than only producing goods and making profits. This includes society and environmentally driven actions, meaning that the business sector is supposed to go beyond its profit-oriented commercial activities and increase the well-being of the community, thereby making the world a better place. (Malovics et al. 2008). cited in Lodge, E. Binney, W. & Walker, B. (2009).

In Ethiopia, there has been economic growth but achieving the goals of social development has been minimal, with government (as main development actor) and private companies not showing keen interest in addressing issues of social development. Tesfaye Fentaw Nigatu (2018).

According to the Ethiopian Herald newspaper, there is a trend in Ethiopia that private sector and competition among its actors in booming, business are competing mercilessly for profit and market share, and the paper call the Companies can work to reducing waste and pollution, expanding education, health, arts and sports. They can also work hard in line with corporate and profit goals while at the same time maximize social welfare. The Ethiopian Herald (sept.2017)

CSR in Ethiopia is a new concept that started off as a response by multinationals and NGOs to remedy the effects of their extraction activities on the local communities. Today, more companies initiate CSR strategies in Ethiopia. Kassaye (2016).

The research analyzed how the corporate social responsibility practices in Ethiopia with what motivation and the barriers it encountered.

1.2. Statement of the Problem

It is generally known that CSR is multi-dimensional in terms of its objectives as it involves the interests of different types of stakeholders. The benchmark principles of CSR encompassing chiefly social, economic and environmental issues are a bearing on its multi-dimensional approach.

Mothy, 2011 argue that Today, social dimension of sustainability is becomes more significant than the traditional private companies engagement since in this globalized world, (Mothy, 2011) sited in Tedla Zegeye(2013).

A growing number of multinational corporations and local companies are operating in Ethiopia. However, their role towards mitigating social problems with in sustainability, either a core business practice or philanthropy engagement has not yet been studied and put to public consumption.

Although there are some researches that shows how CSR brings massive impact on the well - being of the society , most of them are done by foreign scholars with foreign context. This

research bridge the knowledge gap particularly the gap on the social perspectives. It will focus on *the human side of CSR* which usually uncovered by other researches.

1.3 Research Objective and General Research Questions

1.3.1. Objectives of the Study

The main objective of the study was to analyze; the Corporate Social Responsibility practices in mitigating social problems in Ethiopia

Specifically, this study has the following objectives:

1. *To asses elements that are emphasized in CSR practice by private companies in Ethiopia to alleviate different social problems? or to assess How private companies implement CSR in Ethiopia and its role?*

This objective help to investigate how companies actually are practiced CSR efforts and identifying their contribution(roles) and To find out the major CSR practices in mitigating social problems in Ethiopia

2. *To identify the Purpose and Drivers of CSR,*

This objectives helps the researcher to figure out the real motivation of CSR engagement. Is it strategic or moral? Is it making a profit or feel toward society?

3.*To identify the barriers (challenges) that are facing business companies during CSR implementation.*

1.3.2. Research Questions

For the purpose of this study, the following questions guide the research and the researcher.

1. What elements that are emphasized in CSR practice by business companies in Ethiopia to alleviate different social problems?
2. What are the purposes and drivers of CSR engagement in Ethiopia? Is it a core business practice or philanthropic engagement?
3. What barriers or challenges are they facing during CSR implementation?

1.4. Significance and Contribution of the Study

Usually variety of researches marginalized social problems as secondary to economic goals. Consequently, a critical look should be taken at social policy that has been seen as a residual field of intervention often detached from economic policy (United Nations, 2013). Researching social dimension of CSR contributes much in order to get serious attention.

It might also contribute to the existing academic literature on the social dimension of CSR in which there is limited information in Ethiopia that crucial need to research.

Additionally, the results of the study is helping enable policy-makers such as governmental groups and other stakeholders in the policy process such Ministry of Labor and Social Affairs/MoLSA/ to take some remedial actions or remedial measures on the problems identified in the research;

This research also encourage different private companies to engage, initiate, decide, fund and implement more CSR projects which aimed to alleviating social problems.

1.5. Scope of the Study

The study is limited to large business companies operating in Ethiopia and due to time and cost considerations, the study took eight local and international business companies with additional two chamber of commerce. Two governmental organizations and three practitioners also included. The sample which is taken as a case study is not considered as inference for the general population.

1.6. Organization of the study

The objective of this study is to investigate the role of private sectors to mitigate social problems. This paper comprises five chapters with different sub-sections. The first Chapter is an introductory part, which contains back ground of the study, statement of the problem, objectives of the study, research questions, and scope of the study, significance of the study and description of study area. Chapter two comprises literature review on the definition, characteristics, roles, practices, drivers and challenges of CSR .Basic theories underpinning CSR also cover in this portion. The next chapter presents methodological parts such as method of data collection, sampling technique, method of data analysis and ethical considerations.

Chapter four provides basic findings and discusses how the research questions are answered and explains them in relation to the theories and other CSR literature. The last chapter provides result, recommendations and application to social work

Chapter Two- Review of Related Literature and Theories

This chapter offers a literature review on different aspect of corporate social responsibility (CSR).Discusses the integrating legitimacy theory, stakeholder theory and Institutional theory. Definitions of CSR and social problems, the relationship between business and society, CSR motivations, real practices, barriers and other related topics.

2.1. Definition and Theories of Corporate Social Responsibility (CSR)

2.1.1 Definition of Corporate Social Responsibility (CSR)

CSR is defined in many different ways by different organizations and researchers. It is possible to find academic definitions, definitions by different companies and corporations, definitions by the media, by non-governmental organizations and by governmental departments.

According to World Business Council for Sustainable Development (WBCSD) CSR is an engine for the social dimension (social progress) which supports companies to fulfill their responsibilities as good citizens and defines CSR as "business' commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life" (WBCSD, 1999).

On the other hand, the Commission of European Communities describes CSR as a “concept, whereby companies integrate social and environmental concerns into their business operations and interactions with their stakeholders on a voluntary basis” (Commission of the European Communities, 2001). For this definition, CSR is seen as purely voluntary and philanthropic

venture undertaken by organization in order to better and give back to the society in which it operates.

Corporate social responsibility (CSR) refers to how corporations or firms conduct their business in a way that is ethical, socially friendly and beneficial to community in terms of development. CSR implies that the company conducts its business in a way that is mutually beneficial to its objectives as well as to society. Kulova Okwiri Jac,(2012)

Vissor et al. (2007 p.149) developed the definition of CSR for developing countries as: “the formal and informal ways in which business makes a contribution to improving the governance, social, ethical, labour and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts.

The World Bank working definition say “Corporate Social Responsibility is the commitment of business to contribute to sustainable economic development – working with employees, their families, the local community and society at large to improve the quality of life, in ways that are both good for the business and good for development” (www.worldbank.com –retrieve on October 2018.

Since there is no universally accepted definition of CSR, this study will adopt and used the above working definitions of World Bank. It has three core characteristics.

- CSR should contribute for social/national development,
- Improve the quality of life by resolving socio economic problems and
- Working with employee, community and other stake holders

2.1.2. Conceptual Framework for CSR Practices

This chapter discusses Integrating Legitimacy, Stakeholder and Institutional theoretical perspective which was developed by Fernando and Lawrence(2014) for conceptual framework which will inform this thesis.

The researcher believed that this integrated model is so crucial to look at the multi dimensionality aspect because all three theories are considered as "system-oriented theories" which permits us to focus on the role of CSR in the relationship(s) between organizations, the state, individuals and groups". Most importantly, they can be integrated and linked to CSR.

This integrated framework also needed in order to set theoretical boundaries to a concept, also it will effectively, address all research questions proposed for this study, provide the correct theoretical validity and reliability, and if tested this framework might also help organizations and CSR practitioners implement sound CSR practices,

The researcher used this integrated theoretical framework is also because it attempts to obtain deep insights through more than one single theory in order to obtain fuller understanding of CSR practices. This section discusses the legitimacy theory, stakeholder theory, and institutional theory which are integrated in this theoretical framework.

2.1.2.1. Legitimacy Theory

Legitimacy theory emphasizes that organizations continually attempt to ensure that they are perceived as functioning within the bond and norms of the society in which they operate. Legitimacy theory implies that a "social contract" exists between a business organization and its respective societies. This social contract deals with whether an organization operates within the above bounds and norms of society or, simply, the expectations of society. . (Deegan 2006; found on Fernando and Lawrence (2014)).In this perspective CSR is about meeting the demands of key stakeholders comprising of both internals and externals stakeholders (Freeman, 1999).

“Legitimacy theory posits that organizations continually seek to ensure that they operate within the bounds and norms of their respective societies. These bounds and norms are not fixed, but change across time, thereby requiring the organization to be responsive. In a sense, there is a ‘social contract’ between the organization and those affected by the organization’s operations. Similarly, Shocker and Sethi (1973, p. 97) found on Fernando and Lawrence (2014) argued that “in a dynamic society, neither the sources of institutional power nor the needs for its services are permanent. Therefore, an institution must constantly meet the twin tests of legitimacy and relevance by demonstrating that society requires its services and that the groups benefiting from its rewards have society's approval.”

Katsioloudes, 2005). With respect to gaining legitimacy, and hence reputation, “the strategic CSR argument is that corporate reputation will lead managers to support some CSR activities improving social welfare and calculated to improve long-term profitability” (Windsor, 2012, p. 387).

2.1.2.2. Stakeholder Theory

Stakeholder theory is a theory concerned with the relationship between an organisation and its stakeholders. Freeman (1984) defines a stakeholder as "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freeman 1984, p. 49). In accord with the stakeholder perspective, an organization has to meet these multiple expectations of its various stakeholder groups, rather than only the expectations of shareholders as in traditional shareholder theories, because "stakeholder theory highlights organizational accountability beyond simple economic or financial performance" (Guthrie *et al.* 2006, p. 256).

Stakeholder theory-suggests that irrespective of the stakeholder power, all the stakeholders have the same right to be treated fairly by an organization (Deegan 2009). Ethical perspective calls for consideration all its stakeholders. In this perspective, the organization is not viewed as a mechanism which drives the maximization of shareholders' wealth, but, rather, as one which meets the expectations of all stakeholders.

This theory, therefore, concludes that business companies should be accountable to their stakeholders including the community. This accountability is constrained on using some of their profits for steering socio-economic development in the communities in which they operate.

Unfortunately, some researchers claim that the notion of stakeholder engagement is not practiced efficiently by several businesses (Barkemeyern, 2009). Indeed, some scholars claim that "intended beneficiaries of CSR initiatives are either not adequately involved or are even completely left out of the CSR agenda" (Barkemeyern, 2009) as cited in Sara Refaat, (2014)

2.1.2.3 Institutional theory

Based on Fernando and Lawrence (2014) discussion, institutional theory is based on the premise that organizations respond to pressures from their institutional environments and adopt structures and/or procedures that are socially accepted as being the appropriate organizational choice.

According to Deegan (2009), institutional theory links organizational practices, including CSR Practices and other accounting practices, to the values and norms of a society in which an Organization operates. This connection ultimately drives an organization to a necessity to Maintain, gain, and regain its legitimacy

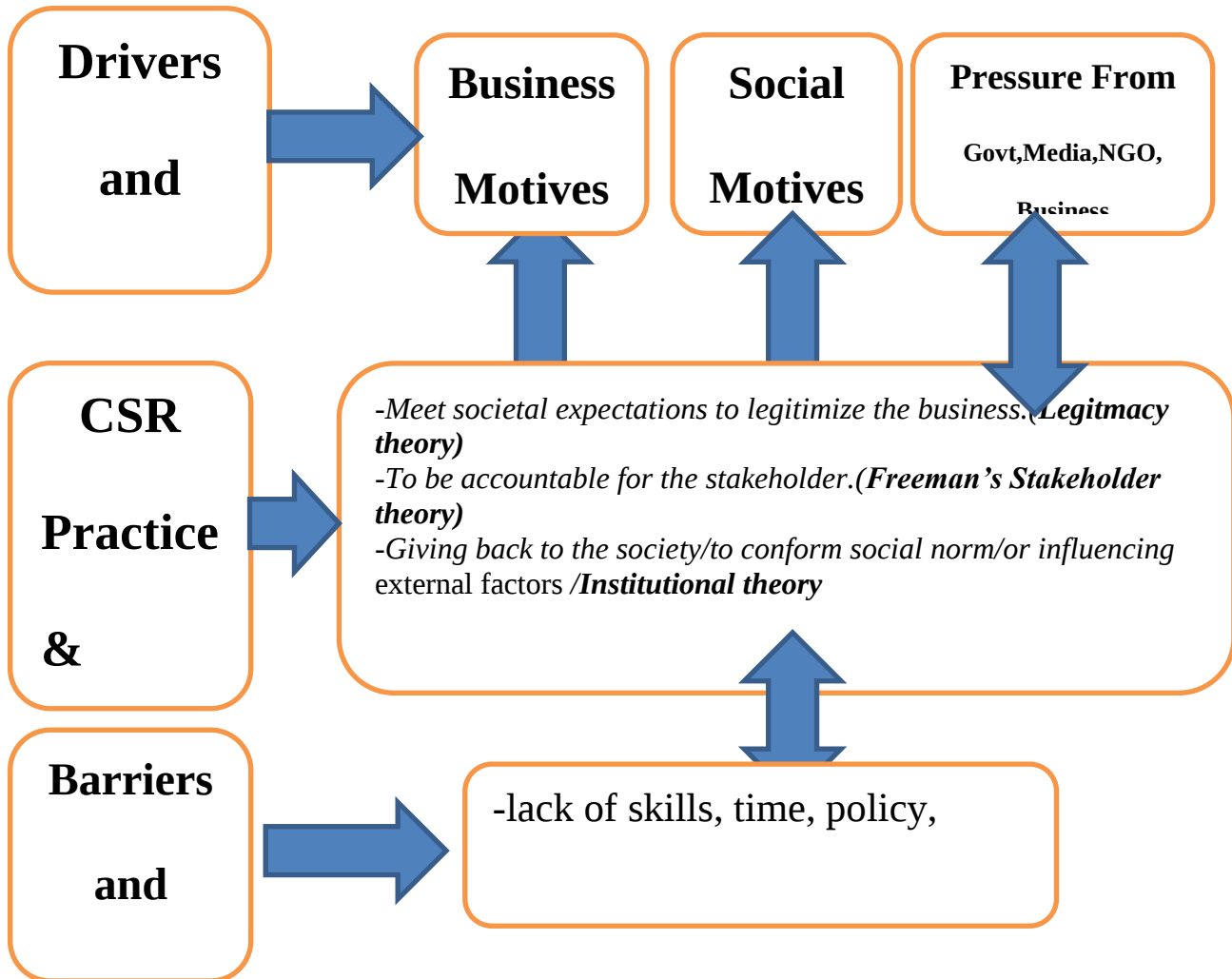
Institutional isomorphism can be broken down into three different isomorphism processes such as: coercive isomorphism, mimetic isomorphism, and normative isomorphism

(DiMaggio & Powell 1983). which cited on Fernando and Lawrence (2014)

Coercive isomorphism, relates to external factors, such as shareholder influence, employee influence, and government policy. So, this process arises because of the pressure from powerful or critical stakeholders (upon whom an organization is dependent) to change an organisation's institutional practices such as CSR reporting (Deegan 2009). It is quite evident that the process of coercive isomorphism is related to the managerial perspective of stakeholder theory which focuses on powerful stakeholders.

The second process, mimetic isomorphism, involves organizations trying to emulate or copy other organizations' practices, mainly to obtain competitive advantage in terms of legitimacy.

Conceptual Frame work of the study



Source: customized Susith Fernando and Stewart Lawrence integrated model of stakeholder, legitimacy and Institutional theory

2.2. Review of Related Literature

2.2.1. The Historical Perspective of CSR

The historical perspective of CSR and the role of businesses towards societies generally give the impression that businesses are inclined and molded to address the emerging global issues the societies are confronted by at large. Increased issues related to human rights and working conditions, environmental degradation, and corruptions have been brought to the attention of the business communities and other stakeholders (Van Marrewijk 2003).sited in, Jariko, Mushtaque Ali,(2016)

According to Visser (2008) the United Nations framed the major challenge of CSR in developing countries with the vision of the Millennium Development Goals, which aim at “ [...] a world with less poverty, hunger and disease, greater survival prospects for mothers and their infants, better educated children, equal opportunities for woman and a healthier environment” (UN, 2006, p.3). Found on Visser (2008)

The trend of companies engaging in socially responsible activities is increasing. Businesses, including small and medium sized companies, are now working hard to establish various programs and strategies that can balance both areas of profitability and social responsibility. Chan, Lok Yiu(2018)

2.2.2. CSR in Developing Countries

CSR in developing countries might be different from developed countries due to cultural tradition, politics, socio-economic, crisis response and priorities of poor countries (Visser (2008,)

Some scholars argued that the mainstream CSR agenda in developing countries is criticized for suffering from “*selective amnesia*”, where central issues of underdevelopment, such as poverty reduction, tax avoidance, and unsustainable investments are not addressed (Idemudia, 2011, while referring to Jenkins, 2005). Instead, other socially responsible investments are made. Idemudia points to the tendency of international oil corporations operating in Nigeria, to invest in the social infrastructure of the region, such as roads, community-centers, and hospitals, as their CSR engagement. Simultaneously, however they neglect “*real problems*” of this region, such as corruption, environmental degradation, and the agricultural sector (Idemudia (2011). Therefore, many scholars argue that the mainstream CSR agenda is not adjusted to the needs and realities in developing countries, and hence ineffective to forward development (Fox, 2004; Kemp, 2001).sited in, Deschna Afram(2012)

Globalization and International CSR standards influenced CSR engagement of developing countries. For instance Pan African Chamber of Commerce and Industry (PACCI) hosted with the co-host of the UN Global Compact and partners – UN Economic Commission for Africa, UN Development Program, business leaders and executives to share their experiences in corporate responsibility in June 2014 on the issues of women’s empowerment, decent work, education, and efforts to support their communities through job creation and responsible development. Andualem Sisay Gessesse (2018)

2.2.3. Characteristics of CSR In Developing Countries

According to (Visser *et al.*, 2007) CSR in developing countries has the following distinctive characteristics

1. CSR tends to be less formalized or institutionalized in terms of the CSR benchmarks commonly used in developed countries, i.e. CSR codes, standards, management systems and reports.
2. Where formal CSR is practiced, this is usually by large, high profile national and multinational companies, especially those with recognized international brands or those aspiring to global status.
3. Formal CSR codes, standards, and guidelines that are most applicable to developing countries tend to be issue specific (e.g. fair trade, supply chain, HIV/AIDS) or sector-led (e.g. agriculture, textiles, mining).
4. In developing countries, CSR is most commonly associated with philanthropy or charity, i.e. through corporate social investment in education, health, sports development, the environment, and other community services.
5. Making an economic contribution is often seen as the most important and effective way for business to make a social impact, i.e. through investment, job creation, taxes, and technology transfer.
6. Business often finds itself engaged in the provision of social services that would be seen as government's responsibility in developed countries, for example, investment in infrastructure, schools, hospitals, and housing.

7. The issues being prioritized under the CSR banner are often different in developing countries, for example, tackling HIV/AIDS, improving working conditions, provision of basic services, supply chain integrity, and poverty alleviation.
8. Many of the CSR issues in developing countries present themselves as dilemmas or trade-offs, for example, development versus environment, job creation versus higher labour standards, and strategic philanthropy versus political governance.
9. The spirit and practice of CSR is often strongly resonant with traditional communitarian values and religious concepts in developing countries, for example, African humanism (*ubuntu*) in South Africa and harmonious society(*xiaokang*) in China.
- 10 The focus on CSR in developing countries can be a catalyst for identifying, designing and testing new CSR frameworks and business models, for example, Prahalad's Bottom of the Pyramid model and Visser's CSR Pyramid for Developing Countries.

2.2.4. CSR in Ethiopian context

Like other African countries, the concept and practice of CSR is new in Ethiopia. There are limits in literature and empirical evidence regarding socially responsible practices. Research into this area is relatively scarce even compared with other African countries. According to the empirical evidence from Asfaw (2014) found on English weekly Reporter newspaper, In Ethiopia there was/is some attempt to engage in CSR practices by some companies and business enterprise like Ethiopian Airline, Dashen brewery factory, Mohammed International Development Research and Organization Companies (MIDROC), Awash Bank's and ZTE (Zhong Xing Telecommunication Equipment) (Asfaw, 2014). Sited in Ethiopian reporter January 17, 2015).

Table2. 1 CSR `Related Empirical studies previously done

Author , year, university	Title	Major finding
Bruk Degie & Wassie Kebede	Corporate social responsibility and its prospect for community development in Ethiopia	The study aimed to identify the role of the CSR community development project of LG in sustainable community development in Dugdadera village. The study relied on the emerging South-Centred Critical CSR Perspective as a research planning and analytical tool. Findings indicate LG's corporate social responsibility(CSR) project is tuned to the needs of the communities, reflecting a deviation from the mainstream CSR agenda. The study also shows CSR becomes an important interface between government and local communities. The study concludes that the project can be exemplary in that it demonstrates business corporations have the capacity to address the pressing needs of communities.
<u>Birhanu Moltot</u> <u>Ayalew(2018)</u>	Corporate Social Responsibility Practices, Determinants and Challenges; Theoretical and Empirical Lesson for Effective and Successful	CSR in developing countries in general and particularly in Ethiopia cannot be divorced from the social political and economic reform process, which often drives business behavior towards integrating social and ethical issues.

	Engagement	
<u>Yordanos</u> <u>Minda Demssie</u> May 2017 AAU School of Commerce	Assesment Of Practices Of Corporate Social Responsibility In Ethiopian Airlines	In regard to Ethiopia this study there is no understandable connection between CSR activities and cultural situations. This is evidenced in the study by the fact that Ethiopian Airlines understand CSR practices mainly as corporate charity primarily aimed at addressing socio-economic development challenges.
<u>Gabriel Than</u> <u>Hlaing Oo</u> 2016 Germany,Ruhr University of Bochum (RUB)	Adoption of Corporate Social Responsibility (CSR) practices in the tourism sector of developing countries: A comparative study of foreign-owned and local owned hotels and tour operators in Myanmar”	- The findings indicate that whether foreign-owned or local-owned hotel/tour operator has the big influence on its CSR engagement including: perceptions of CSR; motivations, barriers and benefits from engaging in CSR and types of CSR practices
<u>Asnake</u> <u>Menbere</u> <u>Tekleab</u> 2016 Norwegian	Analyzing Social Responsibility ,Towards Improving Labor Practice Issues in Ethiopia, A Focus on	The research reveals that government, some large companies and their counterparts participate in socially responsible practices but their activities have only confined to philanthropic

University of Science and Technology,	Metahara Sugar Factory	support. This implies the concept of social responsibility is not adopted to go beyond philanthropy and contribute in a sustainable manner.
Worku Alemayehu, 2017	Assessment Of Corporate Social Responsibility Practices Of Moha Soft Drinks Industry: The Case Of Summit Plan	Major results of the study indicated that The company is more of reactive, not proactive, in discharging its social responsibilities in terms of its contribution for community development, philanthropic engagements and natural environment protection activities, and its act of CSR is also used as a marketing tool.

2.3. What Is Social Problems?

According to social workers and sociologists, Social problem considered as a dislocation or dysfunction in the social system which is regarded by the society as requiring intervention by its designated agents. In this view, there are three requirements for a given social condition to be regarded as a social problem: 1) it must be social in origin 2) it must be regarded by the society as a problem 3) it must require some form of social intervention.(Arlene Daniels, et al 1989 p97)

Social problem is what it is born from a society and that is not an ideal situation. That is, as long as a society did not meet its needs then the social problems will always exist. The existence of social problems in a society defined by the community itself and usually by an institution that does have special organizations or government. (Soerjon, 2011).

Based on Marek Szczuka's (2015) works on Social dimension of sustainability in CSR standards, The social dimension of a company's CSR agenda cover a range of issues that may be divided into three clusters: (1) labor rights and practices; (2) human rights; and (3) other social issues which is corporate social investments and philanthropic activities in communities. It includes poverty alleviation programs, sponsoring social and cultural activities of the local communities, establishment of academic institutions, funding for basic education, training and other sensitization programs, organizing skill and capacity building programs, founding hospitals, medical units and arrangement of other health care services, funding for alleviating and curing epidemics such as HIV and cancer, undertaking natural disaster management programs. There are very diverse pressing social problems that encountered in Ethiopia's population.

Therefore, it is very difficult to expect from companies to address all social problems. Due to this reason, the researcher was focused only the following major social problems greeted by Ethiopia's Private companies.

Social Problems Related With Poor and Vulnerable

In adequate Health services

Inequitable and Low Quality of Education:

Gender Inequality and Empower All Women and Girls

Clean Water and Sanitation

Violation of Human Right and Labor Right

Disaster Relief

2.4.CSR Motives and Drivers

2.4.1.Business Motivation and Societal Motivation

For developing countries is the fact that CSR is often seen as a way to plug the ‘governance gaps’ left by weak, corrupt, or under-resourced governments that fail to adequately provide various social services (housing, roads, electricity, health care, education, etc.).

According to Peter F. Drucker, cited in Jariko, M. A. (2016), the purpose of private company and its CSR endeavor should be resolving the social and hard problems might not be resolved by the governments.

Sofia Pereira Barbeiro(2016) also support Drucker’s claim that finding remedy for the contemporary social problems are one of the main purpose of CSR. According to her The main global problems Millennials referred as being the ones companies have influence on were employees’ working conditions, unemployment, waste management, pollution and environmental conditions, child labor, poverty, human rights, and wealthy gaps.

2.4.1.2. Drivers of CSR in developing countries based on Vissers

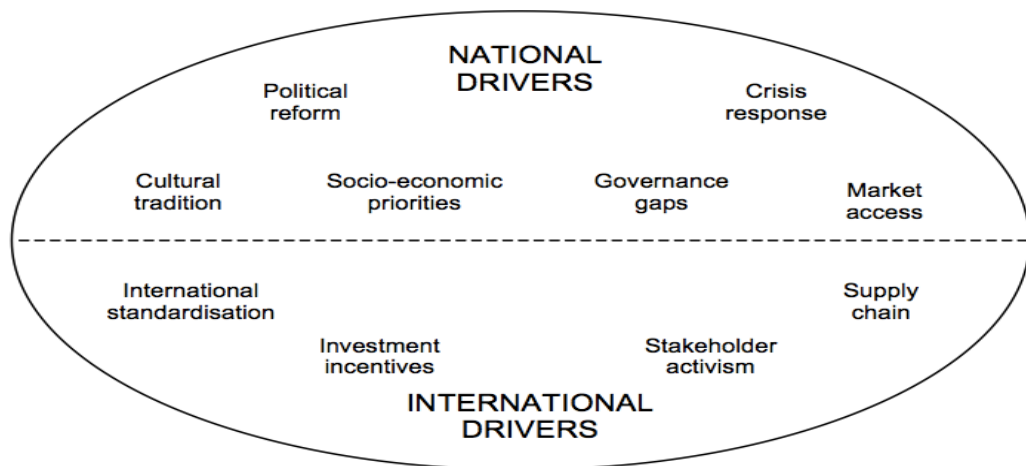
Merel Jasmijn van Egdom,(2013) categorized the current mainstream practice of motivational drivers CSR literature in to three parts.

1. Strategic and Business Motivations, which are derived from the belief that CSR efforts will (in the long term) have a positive influence on the company’s financial results (van de Ven & Graafland, 2006), and include drivers such as the belief that CSR improves the company’s reputation, that CSR increases employee motivation and organizational commitment, and that CSR enhances company innovation

2. **Ethical and Moral Motivations**, are based on the belief that behaving in a social responsible way is a moral duty of businesses (Ibid). This includes the belief that CSR is ‘the right thing to do’ and that companies are morally obligated to accept social responsibility (Roberts, 2003)

3. **Existing and future regulations** refers to the presence of regulations for companies to behave in a social responsible manner and the capacity of the state to monitor and enforce these regulations when necessary (Campbell, 2007)

Visser (2008) also identified ten drivers that shape CSR engagements in developing countries. Visser categorized these ten shaping forces into national (or internal) drivers that refer to forces coming from within the country, and into international (or external) drivers that refer to drivers that tend to have a global origin (Heemskerk, 2012). Not all of these drivers are exclusively applicable to developing countries, but together they do construct a distinctive impression of the way in which CSR is given form and incentivized in emerging economies (Visser, 2008).



Drivers of CSR in developing countries
Source: Visser, 2008, page 481.

2.4.2. The Roles of Pressure Groups

Studies on CSR have shown that there has been increasing public pressure from bodies (such as governmental organizations, non-government organizations (NGOs), academics, trade unions and the media) for corporations to act in a socially and environmentally responsible way. Lauwo(2011) as quoted by Richard P. Ngowi (2015)

2.4.2.1. The Roles of Government

National CSR Guidelines/Policy and Roles of Government

The role of the government in the development and implementation of socially responsible practices should be very high in developing countries(Visser 2007). **Ramakrishnan(2008)** shared Visser's argument that the Government has a role in setting the policy framework, raising awareness, tackling information failures and providing incentives where appropriate, it is for individual companies to determine their approach, depending on the nature of their business and key impacts.

IIED for the World Bank Group's CSR Practice has identified four distinct policies as constituent elements of the role of government in SR. The first is endorsing policies that provide political support to CSR efforts (e.g. endorsement of CSR labels, publication of best practices, and support to civil society transparency initiatives). Second, partnering of public and private CSR efforts (e.g. public-private partnerships, stakeholder dialogues, sector-wide agreements and conventions).Third facilitation, and lastly demonstration. Though these roles are distinctive, in practice more than one of these government roles, can be seen in the policy instruments of the governments for promoting CSR.

www.un.org/esa/sustdev/publications/innovationbriefs/no1.pdf

CSR is a contemporary issue in Ethiopia, where there is no a direct CSR law or guideline for the time being. Nonetheless, despite the lack of a direct CSR law or guideline at national level, there are scattered laws, which are found in the country's Constitution, National Social Protection Policy, and Environmental Protection Laws (including endorsed international environment protection frameworks), Labor Laws (including endorsed ILO Conventions), Human Right Laws (including endorsed major AU and UN Conventions), *Elifneh, Y. W. (2017)*.

2.4.2.1. Pressure from Non-Governmental (NGO, Trade Association, Academia)

Pressure from non-governmental institutions, NGO, Trade Association, Media, Academia/have to some extent had an impact on CSR, as they have created a 'legitimacy gap', which provide a significant motivation for companies to engage or attempt to engage in responsible business practices in order to acquire or maintain legitimacy (Doh and Teegen, 2004; Waddock, 2004). However, as indigenous communities living in the poorer regions of the world (usually developing countries) continue to suffer severe social and environmental problems as a result of corporate activity (Banerjee 2007), then there a clear need for debate about the extent to which pressure group intervention in developing countries can have an impact on improving CSR practices. Richard P. Ngowi (2015)

On the other hand, **International organizations** such as the UN Global Compact, International Labour Organization (ILO) and the Organization for Economic Cooperation and Development (EOCD) have enacted various conventions and regulations with the aim of encouraging

corporations to be ethical, accountable and responsible. Also, an increasing number of laws and regulations have been enacted at the national level (particularly in developed countries) in order to impose obligations on companies to address ecological, employment, investment and gender issues and other social problems caused by corporate activity (Buhr, 1998). One way in which major corporations have responded to the increasing pressure to improve their social and environmental performance is by adopting the practice of publishing CSR reports. As a result of increasing CSR reporting, CSR has gained greater prominence in the contemporary global economy. Richard P. Ngowi (2015)

2.5. Roles and Implementation of CSR

2.5.1. The Roles and Contribution of the Private Sector

According to Julia Sagebien & Melissa Whellams,(2011), private business companies can contribute a lot. When private companies given a supportive and enabling public policy environment, would result in economic growth and, eventually, in shared prosperity for the majority of citizens.

CSR's role within this larger "private sector as agent of development" scheme is seen as that of providing a better interface between the business concerns and the development agenda. For example, according to the UK Department for International Development, "By following socially responsible practices, the growth generated by the private sector will be more inclusive"

Furthermore, when examining the micro level contributions of corporations to development, McKague and colleagues (2004) suggest that the potential corporate contribution to/in developing countries can be organized into three main categories:

1. Contributions arising from core business activities (pay taxes, create jobs, improve supply chains, etc.)
2. The contribution from companies engaging in innovation and policy dialogue and institution building; and
3. The benefits of social investment and philanthropy” (McKague et al. (2004))

In principle and sometimes in practice, the private sector and corporations can make to development by mitigating different socio economic problems.

The World Bank report of 2005 for instance states that “Private firms are at the heart of the development process. They provide the goods and services needed to sustain life and improve living standards. They are also the main source of tax revenues, contributing to public funding for health, education and other services. Firms are thus central actors in the quest for growth and poverty reduction” (World Development Report, 2005, p.1).

In order to further maximize the possible benefit of firms on addressing socio economic problems and development, corporate decision-makers have been encouraged to find ways to go beyond the confines of CSR initiatives and bring pro-poor and pro-environmental concerns to bear on the core business strategies and activities of the firm.

2.6 Challenges for CSR implementation

Dergisi (2009) notes that the success of CSR is determined by both internal and external factors. Internal factors are economic considerations, culture of the firm including the CEO and employees, and ethical influences; while external factors are compliance with legal requirements and technological influences as well as national culture.

The obstacles, or barriers, for CSR development in the article by (Laudal, 2005) include the cost/benefit ratio, and the internal and external control. The first barrier, the cost/benefit ratio, is when companies do not possess the financial resources for CSR development, or when there are trade-offs between profit and ethical choices and actions.

The barrier of external control means that a company is unable to monitor the market environment, or does not have the proper knowledge for integrating CSR, while the internal control barrier means that there is an absence of strong leadership and management within the company to integrate CSR.

According to an article by Newell from 2005, cited on Tedela zegeye(2013)there is also not enough checks and balances in the operation of companies when it comes to the several CSR approaches that exist. For example, the “tools and strategies used to hold companies to account to such positive effect in Europe and North America by Northern-based NGOs and trades unions are not available to poorer and less well-mobilized communities”.

Lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programs, audit issues, impact assessment and utilization of funds also part of the challenges.

Wanderley, Lucian, Farache, and de Sousa Filho (2008) stated that one of the challenges to CSR implementation in the developing countries is the fact that governments do not strongly promote CSR practices

There are still barriers/challenges that affect the implementation of CSR. A list of CSR challenges is provided by Berad (2011); Lack of Community Participation in CSR Activities, Lack of interest of the local community in participating and contributing to CSR activities of companies.

Sprinkle and Maines,(2010) attributed by Tedla Zegeye (2013) provide additional challenge related with the cost, recurrent costs of CSR activities aimed at improving social aspects of business operations often exceed capital costs.

Chapter Three - Research Methodology

3.1. Research Design

The study use of qualitative research methods which explains and describes the information and data in a meaningful and comprehensive way. This method is useful in gaining an understanding of the physical, social cultural and economic contexts in which participants live, the relationships among and between people, contexts, ideas, norms and events, and peoples' behaviors and activities. Qualitative study is best when the issue of concern at hand needs exploration, comprehensive understanding of the context and the phenomenon (Creswell, 2007). So the researcher employ a qualitative design since the issue at hand needs a comprehensive understanding.

Case study

The choice of case-based research for this investigation is driven by the fact that there is a lack of studies on social dimension of CSR in Ethiopia. According to Yin 2003Yin, case-based research is a preferred approach when 'how' or 'why' questions are to be answered and when the researcher has little control over the event (Yin 2003). Owing to the under-researched nature of CSR in Ethiopia, this case-based research is believed to provide a comprehensive understanding of CSR practice by Ethiopian top organizations and how they translate these actions and expectations into their own principles and implementations. Case studies can be either single or multiple case designs. According to Yin, single cases are used to confirm or challenge a theory

or to represent a unique or extreme case (Yin 2003). Therefore, this study employed an embedded multiple cases as described in Yin's classification (Yin, R.K. (2012)

In the study the comparable research design is used because researcher assumes that the motives and CSR practices between foreign-owned and local-owned firms may have differences.

3.2. Technic of Data Collection and source

The chosen research method for the thesis was semi-structured in-depth interview from local and multinational companies, the Ministry of Labor and Social Affairs (MoLSA), Addis Ababa Labor and Social Affairs Bureau, both AA and Ethiopia Chamber of commerce and sectorial Association/CCSA/. Total 12 in-depth interviews with foreign-owned and local-owned business companies using a standardized semi-structured questionnaire was conducted. The interview guide allow the researcher to maintain a certain level of control over the process while enabling the researcher to gather the most relevant data in relation to the phenomenon of interest (Burns & Grove, 2003). This technique offered opportunity for researcher to gain more understanding on the implementation of CSR programs as well as the challenges confronting with CSR activities in the case study.

The researcher also made the interview with seven key informants, among whom four of them were from governmental organization (social welfare and labor directors from MOLSA and BOLSA) , three of them were from NGO, CSR advocacy firms and private practitioner. This help the researcher to triangulate data obtained through in-depth interview business companies and business associations

The secondary sources of data were collected from books, internet publications, web journals, published journals, UN SDG and different organ reports, Ethiopia Government macro data,

governmental websites, and professional periodicals, Companies' website information, available codes of conduct and annual CSR reports to provide a foundation for the research.

3.3. Scope and Description of the study Area

This study is limited in terms of geographical and theoretical aspects. Theoretically, this study has been limited to identify the motives, role and practice of CSR in Ethiopian large business companies in mitigating social problems. In relation to the geographical areas, this research is confined with the limit of ten selected business companies and chamber of commerce in Addis Ababa namely Sunshine Investment Group, Midroc Technology Group, Awash Bank, Abmo mineral water share company, East Africa Bottling S.C (EABSC)- Coca Cola, BGI Brewery Share Company, LG Electronics , MOENCO Ethiopia LTD. Addis Ababa chamber of Commerce and Sectorial Association (AACCSA), and Ethiopia chamber of commerce and Sectorial Association(ECCSA). Beside these, the researcher also collects data from Ministry of Labor & Social Affairs (MOLSA), AA Bureau of Labor & Social Affairs (BOLSA) and other CSR advocates/practitioners.

3.4. Sample Selection

The researcher used purposive sampling to identify and select the business companies that the interviews were conducted .Ten Companies were chosen based on their emphasis on CSR , their size(large companies),their knowledge about CSR, their Willingness to participate on the study and data saturation

The participants also selected based on researched from different business companies and Associations websites. The sample selection also consider equal representation of local and international business companies.

The participants of this study were 2 people each from foreign-owned private companies and local-owned companies and 2 each from both chamber of commerce, 2 each from two governmental organizations, Beside these different private and public organizations, The researcher also conducted an interview with a private volunteer who actively participates on different CSR efforts towards alleviating social problems. ie-one from NGO,1 from Private CSR consulting firm and a persons from private volunteer(CSR practitioner).

The representatives of the companies are mainly CEOs, directors ,managers, or head of PR- or CSR-departments. This could indicate an interest to control the communication of their CSR efforts in the best possible way,

The following table shows the list of the business companies(organization) with number of key informants.

Table3 1 the list of the business companies (organization) and number of participants.

	List of the business companies (organization)	No of org	No of partic.	Total
1	Multinational Companies	4	1	4
2	local Companies	4	1	4
3	Business associations	2	2	4
4	Governmental organization	2	2	4
5	NGO	1	1	1
6	Private volunteer(CSR advocators)	1	1	1

7	CSR Consulting Firm	1	1	1
	TOTAL			19

.5. Ethical consideration

According to Creswell (2014), besides conceptualizing the writing process for a proposal, researchers need to anticipate the ethical issues that may arise during their studies. Writing about these anticipated ethical issues is required in making an argument for a study as well as being an important topic in the format for proposals. Researchers need to protect their research participants; develop a trust with them; promote the integrity of research; guard against misconduct and impropriety that might reflect on their organizations or institutions; and cope with new, challenging problems. Ethical questions are apparent today in such issues as personal disclosure, authenticity, and credibility of the research report; the role of researchers in cross-cultural contexts; and issues of personal privacy through forms of Internet data collection. Ethical issues in research command increased attention today.

In this study the researcher have been try to respect the value as well as privacy of participants. In addition, to obtain the reliable, detail and elaborated data from participants, the researcher also practiced the concept of rapport building, considering the confidentiality and anonymous of the participants. Moreover, ethics help to consider the concern of participants, helps to establish good relationship with participants, helps to show respect for participants and it is contribute to the validity and reliability to data.

The researcher assure them that the objective of the study is for research and voluntary base measure is taken to ensure that respect, dignity and freedom of each individual participation in the study.

3.6. Data analysis

The researcher used descriptive and exploratory methods to analyze the data which collected through the semi-structure interviews. Data analysis consists of preparing and organizing the data for analysis, reducing the data into themes through a process of coding and condensing the codes, and finally representing the data in figures, tables, or a discussion (Creswell, 2007). Accordingly, the steps in the data analysis process of this study are the following.

The first step in data analysis is pre-coding the raw data. The researcher conducted the entire interview with Amharic language. After data collection I transcribed the data from field notes in to English language every day. In addition, tape recorded interview of participants are transcribed in to text

The second step is Coding- which refer reducing the data into meaningful segments and assigning names for the segments. After the researcher were transcribed the interview , both specific topics or words and recurrent issues in the text will be coded and then codes will be emerged.

After the coding process categorizing followed. Categorizing in qualitative research means, searching for patterns or grouping exactly alike, In this study the coded data were categorized depending on the similarity and relationship of codes under different headings and condensed into categories.

After the pre-coding, coding, categorizing, the final steps were theme development-by extracting common and significant linkages. These themes were further presented in the form of text and narratives based on empirical evidence and theory related material can be connected to the themes and potential gaps can be recognized. After refining themes, interpretation followed to look for meanings.

3.7. Methodological Problems and limitation

Firstly, the interviewee used as respondents are provide information directly related with their corresponding firms whereas findings from the key informants are not specific with the selected companies, rather they provide information in general terms with the general CSR practice in the country.

Secondly, all the respondents are subject to one problem: Their response and their information might tend to focus on and emphasize the brighter sides of the companies' CSR efforts. However, it still is important and revealing to consider how the companies describe their CSR efforts, as this indicates the companies' view about their own role in the society.

The researcher have been try to conduct focus group discussion(FGD) among selected beneficiary(humanitarian agency (makedoniya), governmental agency(Disaster risk management) NGO, women's Association and health centers institution or people who are supported by Ethiopia private sector but they are not willing to participate in focus group discussion and this situation create difficulties for the researcher during the process of data collection.

The researcher tried to remain critical by probing and verifying facts during interview and applying some triangulation with concerned governmental organizations and other private CSR practitioners

CHAPTER FOUR -FINDING AND DISCUSSION

4.1. Finding and Analysis

4.1.1. Introduction

This chapter deals with the analysis and presentation of data obtained from primary and secondary sources of information gathered using different techniques employed in the process of data collection methods.

Participants of the in-depth interview were nineteen in number among whom eight were from private companies, four international and four local. Another four from two chamber of commerce. Four directors from government organization and other three practitioners also included.

Table3. 2 Profile of Interview Participants

No	Name of the company	Business type	designation	Multinational/local	No of respondent
1.	Sunshine Investment Group	Construction	G.manager	Local owned	1
2.	Midroc Technology Group		CSR Head	Local owned	1
3.	Awash Bank	Finance and banking	Communication head	Local owned	1

4.	Abmo mineral water share company	Soft drink	Communication Head	Local owned	1
5.	East Africa Bottling S.C (EABSC), Coca Cola	Soft drink	CSR head	MNC	1
6.	BGI Brewery Share Company	beverages	CSR Head	MNC	1
7.	LG Electronics	Electronics	CSR Head	MNC	1
8.	MOENCO Ethiopia LTD	Motor and Engineering	CSR Manager	MNC	1
9.	AA chamber(AACCSA?)	Trade union	-Institute manager -Special advisor	Regional	2
10.	Ethiopia chamber(ECCSA)	Trade union	-PR head -CSR head	National	2
11	Ministry Of Labor & Social Affairs (Molsa) Labour directorate Social welfare directorate	Governmental	- Labor directorate - Social welfare directorate	National	2
12	AA Bureau of Labor & Social Affairs (BOLSA)	Governmental	-Labor directorate - Social welfare directorate	Regional	2
13	CSR Consulting Firm		G.Manager		1
14	NGO	Non- Gov	Expert		1
15	CSR advocates/practitioners	private	Expert		1
		Total number of participant			19

4.1.2 Purpose and Drivers of Business companies to practice CSR in Ethiopia

Research question 1. *What are the purposes and drivers of CSR engagement in Ethiopia?*

Interviewees were asked what motivate them to practice CSR. The motivations to engage were categorized into three groups: the purpose and drivers of CSR, whether companies' and government have CSR guidelines? and Company's CSR priority/focus?

4.1.2.1. Whether the companies and Government have written CSR policy?

4.2.1.1.1. Do companies have CSR Policy/guidelines?

Based on their business activities, business companies have set certain policy guidelines to adhere CSR activities. In this section investigate whether they have CSR policy or not? CSR activities/initiatives are in line with company's mission/vision/business activities?

Respondents from coca cola stated that, the company has own vision and commitment of —Making Life Better for their customers, employees, shareholders and the communities in which they do business. The company has linked this vision and commitment to its CSR agenda. Coca-Cola CSR manager also shared that:

Our vision clearly reflects our CSR commitments. So our vision clearly reflects the social responsibilities that we have to the society."

A participant from BGI reveals that company's CSR engagement implemented on the basis of the main strategic plan which guides all activities, including community and labor related activities CSR activities that benefited the society.

Participant from MOENCO indicates that , The company has produced its own guidelines for Ethical Business Conducts, that give frame how the company conduct business in an ethical manner. However it lacks to incorporate CSR activities with the guiding principles, whereas Ambo mineral waters share company and Awash bank have not yet developed CSR policy .

Respondents from LG has considered its corporate social responsibility as strategic business principle and take action to contribute to achieving long term development of society in sustainable way in dealing with many social issues/problems in Ethiopia.

Sunshine also through its CSR foundation, developed a guiding principle and strategy of CSR.

According to the participant from AACCSA in 2012 the chamber developed a model code of business ethics to enterprises engaged in the trade, service and manufacturing sector. The interviewee claimed the model developed by the Canadian International Development Agency (CIDA) entitled 'Corporate Governance for the Private Sector and 70 business companies endorsed this code.

AACCSA Special advisor said

'Even if we adopt ethical governance policy, it lacks flexibility, some sector still resist to endorse or to practice accordingly.'

They Establish Institute of Ethiopian Corporate Governance as another private sector that has a leading responsibility towards CSR engagement. The function of the institute according to the participant is to create know-how and understanding about corporate governance and management practices in every levels of leadership of a business enterprise.

Participants from ECCSA indicated that the chamber's activities guided by 5 years strategic plan and reveals that CSR is one of the priorities according to this 5 year ECCSA' strategic plan.

“To enhance business ethics and corporate social responsibility among the business community.”

Participant from NGO and CSR Advocacy Consulting Firms argue that most CSR engagement are not well organized, they lacks direction and strategic interventions. This is because; they have not organized and written CSR policy or guidelines which would guide their engagement.

Based on the participant's response, All MNC(Coca cola, BGI, MOENCO and LG)have their own vision and CSR guidelines. Both AA and Ethiopia chambers also develops their own CSR guidelines, specially the Institute of Ethiopian Corporate Governance(under AA Chamber) has developed and disseminated an ethical code of practice even if the majority firms and some sectors are still resist to endorse and practice accordingly.

Based on the data, some of local own companies have not developed a CSR policy and strategies This show that local private companies' CSR practice status in Ethiopia are not well planned, lacks vision and still sporadic.

4.1.1.1.2.Should The Government Need To Develop National CSR Policy?

Most key informants except private CSR practitioner and MolSA's Labor Directorate head, indicates that the Government should make policy and other modalities to increase CSR activities towards addressing social problems and should be institutional.

All participant from BOLSA, MOENCO, Ambo mineral water, MIDROC, Sunshine, Awash Bank and LG agreed the notion that the government has role to develop CSR policy. Some of their comments were

“There is no well-established CSR policy and practice in the country, and the Government has a role in setting the policy framework”

“There is no a direct CSR law or guideline for the time being in Ethiopia. Government should make policy and other modalities to increase CSR activities and should be institutional”
MOLSA Welfare Directorate Director

“We accept and encourage the government to formulate nationwide CSR framework or policy that helps us manage time and resource effectively” ECCSA PR HEAD

“When the government formulates new CSR guidelines, It should consider some rewarding and encouraging benefits for the private companies, for instance Tax relief or tax exemption based on the basis of their CSR engagements so as to encourage their activities.” participants from coca cola, LG, Sunshine, MOENCO,BGI

However participant from private CSR practitioner argue that as far as CSR is a volunteer activities, Government have no right to make policy for the business companies, Only the business companies can do this through their Association or chambers.

MolSA's Labor director also not agree with the expression that there is no a CSR policy or guideline for the time being in Ethiopia.” The governments already ratify the necessary regulation specially policy related with labor, The problem is the capacity to enforce effectively.

Based on the finding, participants from Local companies- reveals that government has roles in adopting CSR Policy in the country so as to increase the contribution of private sectors. Multinational companies also agreed the importance of government role in making national CSR policy , however they demands different offer from the policy, i.e. tax exemption, reward and other benefits for companies that engaged in different CSR Activities. The majority participants from governmental organization and private practitioners agreed the role of government in making laws and regulation related with CSR in order to increase CSR engagement towards mitigating social problems.

This implies that CSR in Ethiopia still in an early age that fall behind even some African countries which effectively transform their implementation into a more strategic approach. The absence of national CSR policy result in fragmented and unorganized CSR practice in the country.

4.1.2.2. CSR priority/focus/ in Ethiopia Business companies

Respondents from Coca-Cola, LG , BGI and MOENCO indicated that their primary CSR focuses are Education, Health, Women Empowerment and Disaster relief .

CSR Head at Coca-Cola Said

‘Our priorities are education, health, women empowerment and disaster relief’ . LG

Electronics give priority for technology development activities, education and empowerment.

Most local companies’ CSR activities are focused on health, education, relief efforts, and other community development activities.

According to key informant from governmental organization (MOLSA and BOLSA) human right and labor right are not the prime focus of business companies. Besides Health and education, Both MOLSA and BOLSA need companies to focus on disadvantages groups, disabilities ,elders, street children and labor.

According to the participant from Awash bank and Ambo mineral water, Humanitarian activities with donation and charity works which Consider as traditional philanthropy were their priority

Communication head at Awash bank said

“The focus areas of CSR in our company are mainly associated with Philanthropic activities. But, now we believe that just giving donations to people is not sufficient. To me our company is moving beyond philanthropic CSR”.

Based on the finding Local companies and Chamber of commerce-focused on health, education, relief efforts, and other community development activities, with donation and charity, which categorized under traditional philanthropic. Their intervention is based on the present pressing socio economic problems of the country. International companies priorities also education,

health, women empowerment and disaster relief however, their intervention were not only based on the present pressing socio economic problems of the country, rather meeting international standards and business survival also their motives. They always maintained their balance between their CSR philanthropic engagements with their core business value. i.e. profit./strategic philanthropy.

Most business companies in Ethiopia discharge their corporate responsibility based on the prime needs of the society. However, the social issues and needs are usually changed over time.

Awash Bank communication head said

Our donation and charity works are changed over time, previously we were focused on helping people with HIV/AIDS, then our priority changed to other vulnerable groups (elder, people with disability...)now we engaged in humanitarian activities by giving due attention for millions of internally displaced people.

Shocker and Sethi (1973, p. 97) argued that “in a dynamic society, neither the sources of institutional power nor the needs for its services are permanent. Therefore, an institution must constantly meet the twin tests of legitimacy and relevance by demonstrating that society requires its services and that the groups benefiting from its rewards have society's approval.

All key informants agreed that social/community related activities (education, health care and other community development practices) are main focuses and common denominator to most business firms in Ethiopia. This indicates that they give priority more on social activities than environmental activities.

This findings are congruent with Visser *et al.*, 2007 , He indicates that in developing countries The issues/social problems being prioritized under the CSR banner are often different in

developing countries, for example, tackling HIV/AIDS, improving working conditions, provision of basic services, supply chain integrity, and poverty alleviation.

4.1.2.3. The Purpose and Drivers of CSR?

Sunshine, Ambo Mineral Water And Awash Bank being large business companies believes to give back to the communities in various forms is the purpose of their CSR activities

Managing Director and CEO of Sunshine, says in her words:

“According to me the purpose of CSR is about giving back to society. It is about helping the needy. That is why we focused on philanthropic contributions, as an Ethiopian, we have the culture of helping each other.

One participant from Awash bank said

We already decides to maximized our CSR commitment after we observed positive inspiration in the recent political transition under prime minister Dr. Abiy Ahmed who regularly engaged with different social responsibility activities voluntarily.

In words of CSR head at Coca-Cola

We are not limited to earn profits but also we adhere other activities to alleviate different social problems in Ethiopian. We are always thinking beyond profit with sustainable business. Hence, the purpose of CSR is the approach where we touch with people's live. And also company's economic wellbeing supports the CSR activities. Therefore, the purpose of CSR is to develop a good relation with the society. In fact,

we should properly integrate our CSR activities with our core business strategy. They are indispensable.”

According to participant from AACCSA-

CSR is not just a goodwill gesture by organizations wanting to look good to the public in order to hike their profits. It is a prerequisite for good corporate leadership and governance as well as sustained operation and profitability. To survive with the business, the companies should establish good relationship with the community.

To further identify the real purposes of business companies involvement in CSR, the researcher held further investigation by raising probing question to mention or list at least 4 drivers for their engagements, The following table indicates their response regarding the CSR drivers of business.

Table 4. 1 main drive/motive of business companies to engage in CSR

Name of companies	Main drive/motive
Sunshine	-Give back to society, - because it is good for our beloved country and the people -mitigate socio economic problems -personal benefits such as feeling good, clean in mind, (religious and culture related),
Awash Bank	-Give back to society, - It is not only government’s responsibility, its our duty to improve the wellbeing of our society, that result in satisfaction - to establish Trust. They say Trust cannot exchange with money. - maintain a good long-term relationship with communities -political reform./ call from new government to increase CSR

	activities/
MIDROC	-brand building - the desire to give back to society -We want to take care of the society -increased international competition -increase customer satisfaction -crisis responses
Ambo mineral water	- Give back to society, -crisis response, -brand building -resolving social problems, issues - cultural tradition
BGI	- good reputation/ brand image -comply with International Standards -value chain -brand building - motivated employee -serving the society -solving socio economic problems
LG Electronics	- motivated employee(creating sense of pride and ownership) - value chain -solving socio economic problems -comply with International Standards -empower the community -good reputation/ brand image -Give back to society,
East Africa bottling /cocacola/	-Give back to society -motivated employee -comply with International Standards -value chain
AA chamber of commerce	-to influence other members to increase their CSR engagement -to support government efforts in alleviating socio economic problems - to get good reputation from the public and other stakeholders
Ethiopia chamber of commerce	-More in philanthropic activities -influencing/encouraging members business firms

Giving back to society, because it is good for our country and the people, mitigate socio economic problems, personal benefits such as feeling good, clean in mind, cultural tradition (religious and culture related), it's our duty to improve the wellbeing of our society, crisis response, resolving social problems, issues, good reputation/ brand image, political reform./ call from new government to increase CSR activities were most frequently responses by local companies.

This finding indicated that most Local corporations are motivated by social problems and unique socio-cultural context of the Ethiopian population. CSR is primarily regarded as a means to reduce poverty and to improve societal conditions.

With regard to the purpose of CSR, the finding manifests that the traditional philanthropic motive as being the most urgent motive for local Ethiopian companies. CSR is primarily regarded as a means to reduce poverty and to improve societal conditions.

The finding also bring in light how the recent political transition positively motivate some companies to increase their CSR engagement.

From the local companies, no one mention employee/ workers or labor union as main internal driving forces for CSR Implementations. Government regulations or other pressure group also fail to be one of the drivers or motivational factors that influence business companies to engage in CSR activity.

The findings shows that most multinational companies are motivated to practice CSR by the prospect of business survival, improving brand/image reputation, sales increment, and Customer attraction. legitimacy, recognition and sustainability,

The finding also reveals that most international companies properly designed integrate core business values with their CSR engagement.

The quotation from coca cola's CSR head, confirmed this

“we should properly integrate our CSR activities with our core business strategy, which are indispensable”

Foreign-owned companies have double duties to follow international sustainable activities and philanthropic activities for local community where they operate their business at the same time because the local community expects this from them.

Based on Legitimacy theory, Porter and Kramer(2006),indicates that organizations should carefully target CSR programs which are tightly linked to core business values. These authors reason that by linking the CSR approach with strategy these programs will provide a greater impact on both the organization and society.

Based on the data, Among Wayne Visser's, (2005) drivers for CSR, local companies respond to pressures from within the country, while multinational companies/MNC/ respond to external drivers, even if local drivers also in to consideration.

4.1.2.4.Roles and Influence of Pressure Group

Only Participant from LG and BGI mentions that their employee have some influence on their CSR engagement

‘In our company there are active participation of the labor Union which are encourage us to participate in more CSR activities’ LG CSR Head

According to the General Manager of Sunshine

We practiced CSR and support the community is not the result of influenced by government and non-government organization, rather its purely our volunteer responsibility that the need of serving our country and our people

One participant from the private practitioner said

The people of Ethiopia is not yet ready to put pressure on companies to engage in CSR this may be due to is less educated and knowledge about CSR and do not realized that they have certain rights and that they could demand companies to behave in a more responsible way.”

The majority participant from the business companies, chamber of commerce , private practitioner and NGO agreed that neither government regulation or non-government organizations influence their CSR engagement.

private CSR practitioner said

We need different foundations, media, business association, government and non-government organizations that have power, in fact to influence not forced and are working for increased focus on CSR in Ethiopia. Without their involvement, practicing effective CSR activities are too difficult.

Participant from AACCSA said

We provided continuous training for the companies including public enterprise with the help of International Finance Corporation (IFC) to encourage companies to

participate in different CSR activities. We also carried out different workshop to disseminate CSR good practice. We were tried to pressure our member companies to disclose their social activities on the basis of volunteer only few companies submit their CSR practice, most of them unnoticed our invitation. I think most of our efforts weren't effective.

In accordance with the results, the majority of the respondents pointed out that there is limited stakeholder influence when it comes down to a company's engagement in CSR.

This indicates that the government, NGOs, and civil society organizations (CSOs) roles to influence, pressure and motivate companies to engage CSR is very limited.

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4.1.3.Implementation/practice of CSR

Research Question 2: *How private companies implement the objectives of the CSR? or*

what are the major CSR practices and the various social services provided by private companies in addressing social problems in Ethiopia?

Introduction

Interviewees were asked how they implemented CSR activities. The results are presented in three groups: community-related activities ,employee-related activities and disaster response activities. Under community-related activities, there are five categories, such as educational Support, health and health care, water and sanitation, employment and supporting poor and

vulnerable groups. There are also two categories under employee-related activities, human right and labor right.

4.1.3.1. Social Related Activities

4.1.3.1.1 Community-related CSR practices

Community-related CSR practices were the most common type of CSR mentioned by interviewees. From the data collected, the following are the major areas of CSR that large business firms engage in Ethiopia

Educational Support

One area that is a common denominator among all the companies reviewed is the area of educational projects.

According to participant from Sunshine Investment Group the company conducts its CSR activities through Sunshine Philanthropic Foundation which has invested over 50 million Birr to build four schools in three regional states of Ethiopia, Axum(Tigray), Nekemte(oromia), Mehal meda (amhara) and Agena, Gurage zone of SNNP regional state.it has now enabled more than1200 students to attend their education in the towns by covering all education cost and providing all the necessary educational materials such as uniforms, books, exercise books, pencils, pens, bars of soap as well as 200 ETB monthly allowance for each student to make them successful in their studies. Sunshine regularly allocates 15 million Br in annual base to support the community through different CSR engagement.

The general manager of Sunshine Investment Group said

‘We have more than 1,200 students under the umbrella of the Sunshine Foundation in three Ethiopian regions. We built schools and our company helps each student with an allowance; we pay for their uniforms and all the expenses related to their tuition. I have now a plan to start another school in another region. We also have a house to accommodate the homeless elderly in Addis Ababa.’

Participants from BGI reveals that the company has been actively participating in providing assistance and funding to education related activities, offering scholarships, construction/renovation of school buildings, donation of books and stationery, furniture, and electronics for students from low-income families.

BGI built different schools for disadvantaged communities in SNNPR, Amhara, Tigray and Oromia regions. And they are working to increase the number of schools all over the country East Africa Bottling SC is actively engaged in several corporate social responsibility initiatives, according to the respondent from coca-cola, educational support is on of company’s prime focus.

According to CSR head at the Company, LG carryout different community related activities. The company established LG-KOICA Hope TVET College in Ethiopia which provides technical training for young people to grow into skilled workers. LG also providing scholarships to descendants of Korean War veterans.

Through LG hope village, a children support project was implemented at Dugdegdera village (rural village located 66 km north of Addis Ababa in the Oromia Regional State).). It constructed a new school building and library, LG donated different books to a total of 4 schools..They also participated and conducted in eradication of illiteracy activities.’

According to a respondent from MOENCO Ethiopia LTD, The Company runs a scholarship program. The objective is for 180 pupils to be examined each year through scholarships. MOENCO Ethiopia LTD has also introduced a grant that is being offered to the school in combination with the scholarship that makes the scholarship beneficial not only for the student but also for the schools. They also support teaching and stationary materials for different Primary Schools.

Awash bank and Ambo mineral water's engagement on education is not significant, they are discharging their corporate social responsibilities through donation to different humanitarian organizations

Health and Health Relates CSR Activities

According to the findings, all companies participated in health care service development activities. Participants from BGI unveiled the company has put greater emphasis on assisting health service providers and health related projects, as one of its major CSR endeavors. Every year, BGI Ethiopia has been bringing volunteer surgical teams from Europe; lead by the renowned Doctors to perform surgical procedures in different hospitals all over Ethiopia free of charge, by covering all costs.

In partnership with African Services Committee, BGI Ethiopia provides funds for five HIV testing and integrated care clinics, in five regions. These clinics provide HIV and TB testing including proper treatment for more than 20,000 children, women, and men annually. They also provide nutrition for more than 7,000 children and pregnant women, reproductive health

coverage for more than 6,000 women and girls, BGI Ethiopia also actively working with different organizations to combat the spread of kidney disease in the country. ie-to get quality care including dialysis and kidney transplant.

Coca-Cola is involved in different health related activities. ie breast cancer project, awareness creation around the HIV/AIDS health issue.

Participants from LG Electronics stated that the company were participated in Ethiopian cholera vaccination program with IVI (International Vaccine Institution). LG also collaborated with EPHI (Ethiopia Public Health Institution) to promote vaccination campaigns and local health workforce training. The company also implemented a mobile medical service for the communities.

LG's CSR head, in his own word say

Even though, it is not satisfactory LG has been trying to solve various health related problems of the society. For instance in order to prevent the spread of cholera, we conducting vaccination program with collaboration of others.

According to Participants from sunshine, the company built different clinics and provides care for children with HIV, and work in partnership with other philanthropic organizations.

Water and Sanitation

Participants from Coca Cola reveals through their continuing RAIN Ethiopia project, which help the local community gain access to safe clean water to benefit at least 55,000 community members in different Woredas . Funded by The Coca-Cola Africa Foundation in partnership with Conrad N. Hilton Foundation (CNHF) and Millennium Water Alliance (MWA), Catholic Relief Services (CRS), Water Aid and World Vision.

RAIN together with its partner the Millennium Water Alliance are supporting water supply improvements and Multiple Use Services of water (MUS); improve water, sanitation, and hygiene (WASH) in schools, institutions, and households; empower women through water-related entrepreneurship

Participants from Sunshine, company committed their CSR to water and sanitation through underground water development projects that benefit society with accessible clean water in the country.

According to the Participants from LG, different water well (water stations) were constructed by the Company from the depth of 150 m underground. Moreover hygiene education on through hand washing is implemented at Ddugdedera village(rural village located 66 km north of Addis Ababa in the Oromia Regional State).

According to the participant MIDROC, the company constructed more than 500 water well across the country. as main CSR activities that benefited the community.

Humanitarian Activities in Supporting the Poor and the Vulnerable

According to participant from LG, the company discharge its corporate social responsibility by giving focal attention for vulnerable. For instance LG's Borrowing earth school' program facilitate equal educational opportunities for underprivileged students to bring equality education opportunity. /based on interview with CSR head, LG seeks to promote education amongst the underprivileged of the society as learning remains the only tool that ensures sustainable human development and link this initiative with 4th goal of sustainable development goals/ SDGs/.

According to participant from Sunshine, The foundation is committed to enhancing lives of socially disadvantaged, children with inadequate family support, young adults as well as families with low income.

The foundation is currently constructing Elderly Care Center (retirement centre) for senior citizens who have no place to go or no one to look after them in their old age, with a 40 million Br investment. The facility will provide home for 400 homeless elderly people when it starts its function in 2020.

Sunshine Foundation also supports destitute children who fail to achieve scores for university admission, with vocational training such as crafts in metal and wood, as well as hair and beauty care,

Participant from BGI indicates that the company's contributions ranges from providing funding and sponsorship to numerous humanitarian and development associations, NGO's, public institutions etc. to inspiring projects of individuals striving to alleviate the problems faced by disadvantaged persons and communities. They support Macedonia Humanitarian Association to inspired and to inspire BGI Ethiopia, its employees and partners to raise funds and provide monetary, material and knowledge-based assistance.

According to participant from Coca-Cola, company's Touch project is a communal support program to outreach the poor, marginalized and disadvantaged people. Such relief interventions are part of the touch and outreach programs carried out on need bases..

Respondents from MOENCO reveals that the company support Macedonia Elderly and Mentally ill patients village, support of the city government of Addis Ababa Labour and social Affairs Office. Sponsoring road safety training programs for children and support of teaching

and stationary materials for Primary School are additional programs that have been mentioned by participants to be undertaken by MOENCO.

According to the participant from Awash bank, The company discharging its corporate social responsibilities through different humanitarian organizations that have been benefiting from this initiative.

In the just 2017 financial year alone, Awash Bank has granted more than birr 30 million to the following nine local nonprofit organizations: Amhara National Regional State to eradicate water hytchen (Emboch Weeds), Oromia National Regional State to rehabilitate the displaced people from west Ethiopia, 'Mot bekulalit yibka' Charity Association, Gergesenon mental health vulnerable help association, Hunde Oromo grass root Development Innovative, Yewedekutin ansu yenadian' Charity Association, Gurmu Development Association, Kids Care Community Service

Participant from coca cola stated that the company's CSR activities always give priority to poor and vulnerable groups. Even when conducting and participating in disaster emergency interventions, they are focusing on people with disability, pregnant and lactating women and children.

As one of vulnerable groups, the company engages with different women empowerment activities. The company has turned its littered plastic bottles into an opportunity through this one of a kind recycling project that engages women in collection and recycling of plastic bottles.

CSR director at Coca-Cola said.

We are part of Coca-Cola's 5by20 initiative—to economically empower 5 million women entrepreneurs by the year 2020. We know that when you economically

empower women to succeed—its benefits go beyond the woman alone. The impact reverberates within her family, network and her entire community.

As it was stated by the other four key participant, from governmental organizations, welfare and Labor directorate directors from MOLSA and BOLSA have given a similar idea about business firms' community-related CSR practices in Ethiopia. Most firms in Ethiopia use CSR practices as a means of competition than as a genuine responsibility. Apart from this, they all agreed that the firms practices different CSR activities regarding community welfare in some extent, even if it was below their capacity.

All the three volunteer key informants, i.e- CSR practitioner, CSR Advocacy firm manager and NGO expert come up with a similar concern that – both foreign-owned and local-owned companies have indicated at least some socially related activities. There is no difference between foreign-owned and local-owned companies in practicing socially-related activities.

The finding also indicates that the importance of inclusiveness, as one of the key informants from private CSR practitioner observed,

Even if our social problems are enormous, their CSR provisions only limited with few services. It lacks variety, all are in one train, I think they are copy each other rather than identifying the real social problems that needs interventions..

According to legitimacy theory, There is a concept namely **mimetic isomorphism**, involves organizations trying to emulate or copy other organizations' practices, mainly to obtain competitive advantage in terms of legitimacy. Uncertainty is one of the powerful forces which encourages imitation (DiMaggio & Powell 1983)

According to stakeholders theory, all the stakeholders have the same right to be treated fairly by an organization (Deegan 2009). This theory, therefore, concludes that business companies should be accountable to their stakeholders including the community. This accountability is constrained on using some of their profits for steering socio-economic development in the communities in which they operate.

Unfortunately, some researchers claim that the notion of stakeholder engagement is not practiced efficiently by several businesses (Barkemeyern, 2009). Indeed, some scholars claim that “intended beneficiaries of CSR initiatives are either not adequately involved or are even completely left out of the CSR agenda” (Barkemeyern, 2009, p.276)

Some scholars argued that the mainstream CSR agenda in developing countries is criticized for suffering from “*selective amnesia*”, where central issues of underdevelopment, such as poverty reduction, tax avoidance, and unsustainable investments are not addressed (Idemudia, 2011, while referring to Jenkins, 2005). Instead, other socially responsible investments are made. Idemudia points to the tendency of international oil corporations operating in Nigeria, to invest in the social infrastructure of the region, such as roads, community-centers, and hospitals, as their CSR engagement. Simultaneously, however they neglect “*real problems*” of this region, such as corruption, environmental degradation, and the agricultural sector (Idemudia, 2011, p.2). Therefore, many scholars argue that the mainstream CSR agenda is not adjusted to the needs and realities in developing countries, and hence ineffective to forward development (Frynas, 2005; cited on, Deschna Afram (2012)

Disaster/ Emergency Response Related Activities

Among the issues calling for humanitarian intervention that Ethiopians went through during the prolonged drought and famine, violence and displacement.

From the local companies, MIDROC, Awash bank and Ambo mineral water indicated that all are voluntary donated money to Ethiopia government and other partners including Red cross when disasters occurred in the country.

According to participant from Coca Cola, The Company provides assistance to internally displaced in Ethiopia. The support is planned to be distributed for more than 5000 households, focusing on pregnant and lactating women, children as per the needs identified by the Ethiopian Red Cross Society. The food items are meant for 30 days and the food items include rice, pasta, macaroni, milk powder, sugar and flour.

The participant also added that, In 2016, following the drought in the late 2005 and early 2006, coca cola responded to the appeal by the National disaster risk management, and 2 million birr . Even if the participant from LG refuses to disclose the exact type and amount of the support, the company with Various South Korean business firms make voluntary donation to Ethiopia in kind and money which is expected to help those who are affected by drought, conflict and flood caused displacements and education centers that are in need of humanitarian assistance.

The head of CSR at LG said.

“Even though, this assistance will not solve all problems, we hope it will help a few. We continue our support in-kind and in cash for crisis affected people. “

According to participant of Private CSR practitioner,

Most Ethiopia Private companies were tried their best to discharge their CSR activities during natural and human made crisis but in an unorganized way, it lacks partnership, coordination and sustainability. In my experience and in most cases private sector engagement was one time donations which lacks sustainable power to resolve social problem that related with disaster.

During the in depth interview with the majority of respondents from the business companies and chamber of commerce, most of them used same words and phrases frequently

When there is war in our country,when internal displacement occurs,when drought and famine occurswhen large accidents occurs.....we collected ...we donates...

When these words are analyzed critically, disaster/crisis related CSR activities are implemented only when and after the disaster occurred. It's not sustainable. Usually it is one time shot.

Additionally it lacks partnership, coordination and sustainability. Businesses can provide necessary services and required technologies for resilience, including infrastructure construction, dissemination of adaptation products and provision of financial resource (Biagini & Miller, 2013).

Most CSR practice are far from the expected and they failed to contribute in resilience period. Apparently there is a mismatch between the kind and practices of CSR activities delivered by business companies, and what is expected from them.

Ethiopia's policy (framework)of disaster risk management (DRN) needs sustainable support which aimed at to reduce disaster risks and potential damage caused by a disaster through establishing a comprehensive and coordinated disaster risk management system in the context of sustainable development, Disaster related CSR practices in Ethiopia were mainly dominated by one time temporary support with unorganized donations, which had limited effect to tackle the root causes of vulnerability and lacks sustainability in resilience endeavor.

This findings supported by empirical evidences from Worku Alemayehu's work. His major results of the study indicated that the Ambo Mineral Water is more of reactive, not proactive, in discharging its social responsibilities in terms of its contribution for community development, philanthropic engagements and natural environment protection activities. Worku Alemayehu, (2017)

Recently, there are different endeavors in the country to change this one time, temporary and donation dominated approaches to replace by organized, coordinated and sustainable CSR engagement. According to the Private CSR practitioner,

“To tackle these inconsistency, With the help of former FDRE's president Dr.Mulatu Teshome, we came up with an initiative to establish Private sector CSR trust fund ,but our efforts were not successful.”

Even if the previous initiative was not successful, recently MOLSA reinitiated the issue from the scratch. According to the communication head, there was continuous discussion about CSR engagement with the business sectors on how they discharge their responsibility and how to establish national social security fund. This indicate that Ethiopia needs to transform its fragmented and traditional donation of philanthropic approach to sustainable resilience endeavor with partnership and effective coordination..

4.1.3.1.2 Employee-related CSR activities

Human Right and Labor Right

According to the participant from coca cola unveiled that the company has own Safety and Health Policy for all the functions within the system. It is updated every year and is given to employees and the company entitles every employee to free medical and life insurance for work related and unrelated accidents.

CSR manager at coca cola said;

We do our best to ensure the employees safety and health and we have own safety and health procedures and standards

Respondent from BGI stated that, the company implementing different occupational safety and health standards to ensure a safe and healthy working environment for employees.

participant from the BGI said the following with regards to workplace safety and health,

“We apply the finest safety and health procedure in our brewery to make

Sure that the employees’ working environment is free from accident

Sunshine also focused on safety for the workers at their construction sites, and provides different activities benefited the employee.

General Manager of Sunshine said in her word

We provide transport or services/allowances we also rewarding our staff based on their achievement, regularly we arrange fun trip for the staff to motivate them.

According to participant from MIDROC, the major employee related elements of CSR activities at the company includes staff safety & Security, Staff Health, educational support, support to staff families, and family get-together. All protective tools are provided to employees based on the nature of the job.

The respondent added that MIDROC providing transport facilities, full medical coverage of employees, staff on duty insurance, provision of holidays gifts. The company also provides gifts to its employees during holidays. CSR activity also involves supporting employees and their families in their special events, like cultural celebrations, which will make them live a happy family life

LG has own employee Scheme which fulfills its basic responsibility to uphold human rights and the right for freedom and happiness. LG supports the international standards including Universal Declaration of Human Rights, Human Rights and Labor Principles of UN Global Compact(UNGCG), UN Guiding Principles on Business and Human Rights(UNGP), International Labor Organization(ILO), and is in compliance with the laws of the countries they operate in.

According to the participant from LG

The Right to Association is protected at LG. The active participation of the LG labor union was the key factor in the successful implementation of our CSR engagement.

Based on their guiding principle child labor is prohibited minimum age of employment is 16. Employees under the age of 18 will not be permitted to tasks that jeopardize their health or safety, including night shifts and overtime.

All forms of involuntary labor, including forced labor and restriction of psychological and physical freedom of employees

CSR head at LG said.

We provide equal opportunities for hiring and promoting. We also strictly prohibit all forms of discrimination including gender, age, race, religion, disability, marital status, pregnancy, labor union activities, and social status

According to participant from MOENCO reveals that, the company provides full medical coverage with twenty four hour health and accident insurance

Participant from Ambo Mineral Water indicated only they provide transportation, salary increment and how the employees are treated fairly and equitably. .

Communication head at Ambo Mineral Water said

We pay full tuition for our employees' when they get the opportunity. We also provide transportation, bonus, and we always committed to adjust the salary scales in order to make the compensation more attractive

Participant from Awash bank stated that the common employee related benefits are -inflation adjustment payment for employees when inflation occurs; annual bonuses, holiday gifts and transportation services/allowances. Also the bank grants interest free loans for the employees, bonuses annually and gifts in different holidays

Participant from Addis Ababa and Ethiopia chamber of commerce also indicated that the previous civil society proclamation prohibited them to engaging in any human right related activities. These positions prevent them to influence and promote the issues of Human right on other business companies.

The following responses are gathered from all 7 participants from government organization(MOLSA and BOLSA) and the remains three are from NGO, CDR Advocacy Firm and private CSR practitioner.

The high level management or the owner of local business companies usually take different action not to establish employees' association systematically. (Bolsa, CDR Advocacy Firm and private CSR practitioner)

Sometimes the local management systematically manipulates the leaders of the employees' association. (CSR Advocacy Firm and private CSR practitioner)

-There is unfair treatment to some employees in terms of salary, benefits, and promotion opportunities. Some business companies discriminate its own employee based on their religion, ethnicity, nationality or any other reason. (BOLSA and MOLSA)

-Fatal industrial accidents still happen in the company's factories. Most local companies do nothing to create awareness about the CSR responsibilities of the employees and how the employees can be part of the company's CSR programs. (MOLSA, CSR Advocacy Firm and private CSR practitioner)

The concept of human right and labor rights are not familiar. (NGO, BOLSA, CDR Advocacy Firm and private CSR practitioner)

Some business companies discriminate its own employee based on their religion, ethnicity, nationality or any other reason. (private CSR practitioner, MOLSA)

Based on the finding, the issues of Human rights and labor rights are major core values of the international companies of CSR, however, local large business companies lacks to focus on these right. Most companies are rather focusing on other social elements than these when doing CSR efforts in the country.

Most companies focused on safety, health and other employee benefit schemes for the workers at their firms, but besides this, they did not mention most labor-rights related issues. Labor rights were not major issue during the interview. This could indicate that there are some difficulties

with labor rights for the company or that the concept of labor rights is not as important as the valuation of the employees.

The most commonly employee related CSR practices in local private corporations are annual bonuses, holiday gifts, transportation services/allowances, arrange fun trip for the staff, celebrate staff party every year to motivate them and implementing health care coverage and accident insurance.

However, other essential CSR practices related with human right and labor right eg. the right to association, are not taken seriously. These Right are practiced well in multinational companies, even if it is not still satisfactory

According to Freeman's stakeholder theory, employees are one of the important stakeholders for companies' business success. From the in-depth interviews, some of business companies specially Multi-National Companies give priority on their employee-related CSR activities. The issues of Human rights and labor rights are among the major core values of the international companies of CSR and they tend to sustainability. This is because they need to comply with International Standards. E.g. ISO 26000 and UN Global Compact.

Based on the review literature, The United Nation Global Compact(UNGC) identifies four problem clusters that companies can contribute to solve by addressing them in their main business streamline. The first two rights. ie. Human rights and Labor standards may consider as social dimension of CSR that includes support and respect the protection of internationally proclaimed human rights; Make sure that businesses are not complicit in human rights abuses, Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; contribute to the elimination of all forms of forced and compulsory labor;

Business must work for effective abolition of child labor; and The elimination of discrimination in respect of employment...all these are expected to protect and practice by private companies.

With respect to gaining legitimacy, and hence reputation, “the strategic CSR argument is that corporate reputation will lead managers to support some CSR activities improving social welfare and calculated to improve long-term profitability” (Windsor, 2012, p. 387).

Most business company’s interview, their employees are treated fairly and equitably, the interview from MoLSA, BoLSA and key informants argue that there are problems of favoritism. Proponents of responsible business practice disallow lack of fairness and equity, and they rather insist that employees have to be treated fairly and equitably, and discrimination should not rule in the workplace (Ruggie, 2008). Stakeholder theory also recognize this unfair treatment.

Unfortunately, some researchers claim that the notion of stakeholder engagement is not practiced efficiently by several businesses (Barkemeyern, 2009). Indeed, some scholars claim that “intended beneficiaries of CSR initiatives are either not adequately involved or are even completely left out of the CSR agenda” (Barkemeyern, 2009, p.276)

Based on the data finding that gained from MNC’s respondents, Human rights are emphasized as a major value in CSR and a non-negotiable commitment of the companies.

Still, according to key respondent from BOLSA and MOLSA, both local and international business firms violates some basic human rights, respondents from chamber of commerce also indicated that how the former civil society proclamation prohibited them to engaging in any human right related activities.

These indicate that there are some cultural or political reasons for the human rights situations in the country. Ethiopia human right records are poor until recently. This might not be the best thing to promote for a company that aims at having good relations with government.

4.1.3.2. Roles of Business Corporations in Mitigating Social Problems In Ethiopia

Based on the social/community related CSR engagement's findings, the researcher identify the major CSR contributions/roles in alleviating social problems in Ethiopia

From the data collected, it is clear that the business corporations analyzed in this study, do contribute significantly to Ethiopia's social development, from education, to health, environment, provision of water among many others and most importantly employment.

Social problems related with Education and Health care are considered as among the main obstacles that hinder the country's to realize 2030 UN-SDG. The business company's engagement on these social issues can contribute a lot in improving the quality of people's lives

The provision of healthcare services has significantly reduced child mortality and improved the quality of life for the local community

As regards the water projects, clearly many Ethiopians do not have access to clean and safe water, and more so within hands reach. These projects therefore allow for a marked decrease in water borne diseases and reduction in time spent by women and children in search of this precious commodity. In some cases especially, where water well have been built, this has led to improved opportunity of employment through off season growing of food crops and more time to engage in other activities.

From the data collected, for example, Coca-Cola is contributing to women empowerment, which has provided sustainable small business ownership opportunities to many women, Coca-Cola seeks to empower 5 million women by 2020, through what they term as the '5 by 20' initiative.

The LG-KOIKA HOPE TVET college which nurturing expertly skills man power by teaching specialized skills related to information communication and electronics contribute a lot for the

country to reduce the poverty level which obviously needs the relevant human resources that are competent personnel with excellent skills. ICT is crucial for a developing economy, looking at the past decades; one can conclusively argue that most development witnessed by the most developed of nations is as a result of ICT.

4.1.4. Main problems and challenges they face during implementing of CSR

The majority of the participants from business companies said

“Lack of time and budget” (Ambo mineral Water, Awash Bank, MOENCO, LG)

“Overwhelming social problems in Ethiopia that relate to health, unemployment, extreme poverty, homelessness, orphanage, lack of access to clean water, lack of access to education and health care, etc. this situation make complex and less impact our deeds.(Sunshine and MIDROC)

“shortage of effective collaboration from government authorities”(AACCSA)

“Lack of knowledge and narrow perception towards CSR initiatives”.(ECCSA, Sunshine, LG, coca cola)

“Lack of CSR framework and legal environment at the national level, shortage of incentives and rewards” (coca cola, BGI, LG,MOENCO,SUNSHINE)

“Slow economic performance and the Previously public service driven economy were not conducive for the private sector and CSR engagement”(AACCSA)

The absence of partnership and cooperation among concerned parties(Sunshine,ECCSA,LG,BGI lack of strong pressure group and policy advocator (ACCSA)

Participants From MOLSA and BOLSA Said

- Lack of CSR skills amongst companies and organization managers and the lack of specific skills within consultancy companies that prevents the further development of CSR in companies.
- The absence of partnership and coordination for among concerned parties
- The absence of CSR framework or guidelines at the national level is one of the major barriers.
- Lack of academia support and higher education participation, only business and management scholars show their interest by conducting researches.
- There is a lack of interest of the local community in participating and contributing to CSR activities of companies. This is largely attributable to the fact that there exists little or no knowledge about CSR within the local communities as no serious efforts have been made to spread awareness about CSR.

Participants from NGO, private CSR practitioner and CSR Consulting Firm Head Said

- The presence of political interventions, Ethiopia's business companies are asked by high regional and federal government officials to donate or contribute large amount of money for projects that are not match with their core business values. Different governmental organizations and affiliated parties forced them directly and indirectly to pay or to sponsor when they celebrate their corresponding Party anniversaries as CSR activities.(private CSR practitioner and CSR Consulting Firm Head)
- Lack of pressure group(Media, NGO, academic institution...) that put strong pressure on businesses operating in the country to perform CSR. (NGO and private CSR practitioner)
- The absence of partnership, and co-ordination among government and private organization(NGO and Consulting Firm Head)

-CSR is a multifaceted concept that needs help from other disciplines ,apart from business and management.(NGO AND private practitioner)

-“lack of knowledge and Skills related with CSR which are may be the root cause of the most -- problems in Ethiopia”(private CSR practitioner and CSR Consulting Firm Head)

-The absence of CSR framework or guidelines at the national level

According to the interview results, there is no difference between foreign-owned and local owned companies’ barriers to practice CSR, The interview result from governmental organization and other practitioners also bring in light and support common barriers that are common in Ethiopia Business. Based on participants response, the study organized and categorized the main CSR related problems under the following themes.

The absence of CSR framework or guidelines

The absence of CSR framework or guidelines at the national level is one of the major barrier. This indicates that the case companies are performing their current CSR practices in the absence of a general CSR guideline.

Lacks of CSR partnership

One of the most barriers of the current CSR practice is the absence of a specific partnership model between different CSR stakeholders in Ethiopia.

Political pressures or intervention

There are some indications that there are some Political pressures or intervention on business companies; Even if they fundamentally practiced CSR voluntarily, sometimes they obliged to pay or donates some amount of money to different government affiliated political party's anniversary or projects that are not related with their strategic goal. This implies that some of companies' donations lack transparency.

Overwhelming social problems

Overwhelming social problems that relate to health, unemployment, extreme poverty, homelessness, orphanage, lack of access to clean water, lack of access to education and health care, etc.,

Lack of pressure groups and academia support

Even if CSR is a multifaceted concept that needs help from other disciplines to enhance its contribution in alleviating social problems, apart from business and management, other professions including social workers were ignoring CSR to consider as one of their contemporary thematic areas. This results in that the purpose of CSR seen as only core business profit and marketing than societal response. furthermore there is lack of pressure group(Media, NGO, Trade Associations...) that put strong pressure on businesses operating in the country to perform CSR.

The lack of expertise, knowledge and skills related with CSR

The lack of expertise, knowledge and skills related with CSR are seems the root cause of the problems.

4.2. Discussion

This section discusses the findings under different sub themes in light of research objectives, research questions, theoretical frame work and other related literatures. The major themes which the researcher discusses in relation to various literatures encompasses: CSR practices and its role, drivers and challenges faced in CSR implementation

4.2.1. Discussion on Purposes and Drivers of CSR

Based on the findings, the prominent drivers to engage in CSR Ethiopia context were varied on their ownership type. Most Local corporations are motivated by social problems and unique socio-cultural context of the Ethiopian population which are strongly associated with philanthropic endeavors.

This finding supported by different empirical studies. Ethiopians are CSR minded; the nature of extended family structure, Ethiopians think in terms of we rather than I and other cultural context create a favorable climate for CSR development in Ethiopia. (Tefaye Fentaw Nigatu,2018

Some local business companies increase their CSR engagement after they observed that the new government(prime minister Dr. Abiy Ahmed Administration) practice's different social responsibility activities, which are correlated with Wayne Vissor's characteristics of CSR in developing countries.

According to Visor's, Political Reform is one driving force for CSR engagement. CSR in developing countries cannot be separated from the socio political development process, which frequently drives business behavior towards integrating social and moral issues.

From the local companies, no one mention employee/ workers or labor union as main internal driving forces for CSR Implementations. This implies that issues/problems relates with the employees ignores by the business corporations.

Government regulations or other pressure group influence doesn't includes on driving force list which indicates that the government or other pressure groups.ie media, trade association, labor unions...are not in the position of influencing private companies. This is may be because of lack of understanding that business can have a potential beneficial role to play in society.

The findings also shows that the main driving force of international companies' are mostly legitimacy, image reputation, sustainable business and meet international standards. In fact they are trying to maintain the balance between core business and philanthropic activities.

Most multinational companies (MNC) also frequently mention the word legitimacy, recognition, sustainability, good reputation/ brand image ...when asked about their main motivation for CSR engagement. This indicates how they focused on making sustainable business.

This shows that most multinational companies are motivated to practice CSR by the prospect of business survival, improving brand/image reputation, sales increment, and Customer attraction.

Legitimacy theory suggests that acceptance is achieved when organizations operate within the sphere of the requirements of the communities they belong to, when only these expectations are met, society allow the organization to continue its operations and ensure its survival. Brown & Deegan, (1998)

In accord with the stakeholder theory, the companies survives only when an organization has to meet multiple expectations of its various stakeholder groups, rather than only the expectations of shareholders as in traditional shareholder theories

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Based on Legitimacy theory, Porter and Kramer(2006),indicates that organizations should carefully target CSR programs which are tightly linked to core business values. These authors reason that by linking the CSR approach with strategy these programs will provide a greater impact on both the organization and society.

The study conclude that the traditional philanthropic motive as being the most urgent motive for Local Ethiopian companies. CSR is primarily regarded as a means to reduce poverty and to improve societal conditions. They adopt CSR to contribute to the society as a real motivation and their engagement tend to normative (to give something back to society), however MNC CSR motives mostly tend to instrumental (core business profit and marketing purpose) and strategic (engagement in CSR as part of a company's mission and vision).

Based on the data, Among Wayne Visser's, (2005) drivers for CSR, local companies respond to pressures from within the country, while multinational companies/MNC/ respond to external drivers, even if local drivers also in to consideration.

4.2.2. Implementation of CSR

Research Question 2: How private companies implement the objectives of the CSR? and what are the contributions? or what are the roles and major CSR practices in Ethiopia?

The findings for this question were reported in previous section. There are two main themes which discussed in this section, socially-related CSR activities and CSR contribution towards resolving social problems in Ethiopia

Based on the findings, socially-related CSR practices are so strong in Ethiopia than environmentally-related CSR activities and Ethiopia's business companies address a wide variety of issues that range from community related activities to employee related issues within their CSR practices. However, Community-related CSR practices were the most common type of CSR mentioned by interviewees, and predominately they seems to focus on education and health, sometimes disaster response. This indicate that philanthropic responsibility get high priority and importance, which is due to the huge socio economic needs that has resulted in philanthropy becoming an expected norm in the Ethiopia society. Most Ethiopian local companies see the practice of CSR as corporate philanthropy which mainly aimed at addressing socio problems. According to the theoretical findings CSR is socio culturally implanted.

Empirical researchers from Menbere Tekleab also support this finding. According to her, Ethiopian large companies and their counterparts participate in socially responsible practices but their activities have only confined to philanthropic support. This implies the concept of social responsibility is not adopted to go beyond philanthropy and contribute in a sustainable manner. Menbere Tekleab(2016)

According to Visser et al., (2007),In developing countries, CSR is most commonly associated with philanthropy or charity, i.e. through corporate social investment in education, health, sports development, the environment, and other community services.

This high priority of philanthropic responsibilities also can be explained by the high socio economic problems of the Ethiopia's society. Results from the interviews indicate that due to the developing country context in which the companies operate, there is a relatively a high amount of issues to be addressed. Due to Ethiopia being a developing country, there are many needs and demands that have not yet been met.

As a result, companies sometimes have difficulties in finding the right focus areas for their CSR practices. This is also reinforced by the lack of both financial and human resource. So it is necessary for them to make a selection and to focus on only a few of these issues since they are not able to address all. This is in accordance with Visser (2006), whom argued that socio-economic and cultural factors influence how businesses respond to social issues

The findings also show that even if both multinational companies and local business companies' focused on philanthropic CSR activities. . Both foreign-owned and local-owned companies tried to help people with the resources they have. Most Ethiopian local companies see the practice of CSR as corporate philanthropy which mainly aimed at addressing social problems however participant from MNC pointed out that their their CSR engagement clearly not only focused philanthropic activities rather they were try to maintain and integrated within their strategic purpose.(how profit is being made).This clearly saw CSR as something that goes beyond philanthropic responsibilities, or maybe it is strategic philanthropy.

This is in accordance to Visser (2006), who suggested that the concepts of CSR and philanthropy are often seen as two sides of the same coin in Africa. However, the companies that focus on how money is being earned conceptualize CSR as something that goes beyond philanthropy

From the empirical finding, CSR engagements in humanitarian issues are more of donations, and it lacks to contribute the aftermath of the disaster through different resilience program. The private companies still reactive no proactive that is why they always participate after the calamities/disasters were happened. Disaster related CSR practices in Ethiopia were mainly dominated by one time temporary support with unorganized donations, which had limited effect to tackle the root causes of vulnerability and lacks sustainability in resilience endeavor. It lacks partnership, coordination and sustainability. This indicate that Ethiopia needs to transform its fragmented and traditional donation of philanthropic approach to sustainable resilience endeavor with partnership and effective coordination.

According to the findings, The most commonly employee related CSR practices in local private corporations are annual bonuses, holiday gifts, transportation services/allowances, arrange fun trip for the staff, celebrate staff party every year to motivate them and implementing health care coverage and accident insurance. But besides this, they did not mention and skips labor and human right related issues.

These indicates that there are some cultural or political reasons for the human rights situations in the country. Ethiopia human right records are poor until recently. This might not be the best thing to promote for a company that aims at having good relations with government.

Former Civil Society Proclamation prohibited chamber of commerce to engaging in any human right related activities

According to the business companies interview, their employees are treated fairly and equitably, while interview from MoLSA, BoLSA and key informants argue that there are problems of favoritism and human right violations.

Proponents of responsible business practice disallow lack of fairness and equity, and they rather insist that employees have to be treated fairly and equitably, and discrimination should not rule in the workplace (Ruggie, 2008).Stakeholder theory also recognize this unfair treatment. Unfortunately, some researchers claim that the notion of stakeholder engagement is not practiced efficiently by several businesses (Barkemeyern, 2009).

From the data collected, it is clear that the business corporations contribute significantly to Ethiopia's social development, It provide clean water, the provision of healthcare services , education infrastructure. Nurturing skills man power, women empowerment and others in resolving social problems of Ethiopian.

4.2.3.Barriers to engage in CSR

Research Question 3- What barriers or challenges are they facing during CSR implementation?

The third objective of this study is identifying the major challenges of private companies in their effort of mitigating social problems. Under this objective the major findings indicate that, the presence of political interventions, lack of pressure group (Media, NGO, academic institution...) lack/limited awareness about CSR in the local setting, lack of CSR framework and legal

environment at the national level, lack of CSR skills, the absence of partnership and cooperation are among the main barriers that hinder effective CSR practice.

One of the most barriers of the current CSR practice is the absence of a specific partnership model between different CSR stakeholders in Ethiopia. Due to lack of this coordination, most companies in Ethiopia engaged in similar philanthropic activities often result in duplication of activities in their interventions which is may because of there exists little or no knowledge about CSR partnership within the concerned parties. Especially Local private companies lacks this knowledge, that implies the needs to spread awareness about CSR and the need for genuine collaborative partnership between various stakeholders including government, business organizations, NGOs, communities, and civil societies in promoting and strengthening CSR.

Lack of formal CSR partnership also led to some illegal networking which creates partnerships primarily based on personal intimacy. Even the time of challenging period, when the government impose a regulation that prohibit all organization not receiving more than 10% of funds from foreign forces, private companies failed to fill the gap by providing the necessary resource.

The absence of CSR framework or guidelines at the national level is one of the major barriers. This indicates that The study also found that the case companies are performing their current CSR practices voluntarily in the absence of a general CSR guideline. This situation leaves CSR practice status are sporadic. This implies the need for making national policy regarding to CSR.

Chapter Five -Conclusion and Recommendations

5.1. Conclusion

CSR has enormous capacity in mitigating socio economic problems of Ethiopians. From these Findings, it can be concluded that both multi-national companies and local companies' CSR have played positive roles to the society and contribute significantly by alleviating social problems. It enable them to access education , water and health facilities, creating jobs, supporting vulnerable groups and engaging in different development activities. Despite considerable progress in this area, It is clear that consistent effort is needed to be put in action to encourage more CSR activities of corporations to the country.

The most notable CSR efforts done by private companies are related to social development with mitigating social problems. This is clearly indicates that they gave priority to social dimension of CSR. There seem to be a tendency of more focus on social issues than the environmental issues of CSR.

Also we can conclude that most large local companies real motives are helping others, It's primarily driven as a mean for solving existing societal problems, while most MNC purposes are achieving their core strategic businesses.

Most of the business companies are engaged with voluntary philanthropic CSR activities which include; health, education, donations, and other community developments and CSR in Ethiopia is at its early stage and have not been fully developed in accordance with international

perspectives and standards. Most of them fails to come up with long term solutions to tackle social problems affecting the community in sustainable way.

It was also observed that human Rights and labor rights CSR activities fail to get momentum in Ethiopia as pressing factors to increasing considerations among decision-makers of businesses and firms in their CSR engagement.

There is also lack of pressure group(Media, NGO, Trade Associations...) that put strong pressure on businesses operating in the country to perform CSR

5.2. Recommendation

The government and the private sectors should come together and develop a CSR master plan that should be nurtured in business ethics that organizations should observe as they do their business.

Ethiopia government could prioritize its use of resources and make better use of existing funds. In addition, the government should find ways to involve the private sector to a greater degree and in a manner that enhances incentives for improved performance. (World Bank 2009)

Root of many of the obstacles facing companies are the lack of expertise, knowledge and skills, therefore it needs to train more people with the skills to deal with CSR issues and practices. They have also recommended that working closely with universities, apart from business and management professions, humanity departments should including social work should engaged.

Private local companies should properly Incorporate the issue of human rights and labor rights in employee related CSR activities

There is need for greater partnership for greater impact. Public Private Partnership (PPP) should be encouraged in order to realize greater milestones in the areas of CSR. When like-minded partners come together the impact of the activities and initiatives will be greater as compared to when each corporate does it alone.

Through proper planning, private companies are able to come up with long term solutions to tackle social problems affecting the community based on social needs. The company needs focus on the very pressing need at a time in order to achieve greater impact. However from the study it was established that firms were engaged in less divers and confined with some redundant activities in their CSR initiatives, in needs some improvement, i.e need diversity and inclusiveness.

Business companies needs to move beyond philanthropic CSR approach as it is only a small fraction of CSR. The other major dimensions of CSR including economic, legal, ethical, social, and environmental need to be implemented in to the mainstream business activities among firms in Ethiopia.

The Ethiopian government needs to adapt CSR Guidelines, make institutional and install different reporting and awarding scheme. Well organized clear cut guidelines including the sector wise CSR rules, regulations, and policies should be developed as soon as possible.

According to Porter and Kramer, (2006), the essential test that should guide CSR is not whether a cause is worthy but whether it presents an opportunity to create shared value. It should therefore result in a meaningful benefit to the society that is also valuable to the business.

5.2.1 .Implication for Social Work Education

At the very fundamental level, social work is a profession devoted to helping people function within their social environments and contribute to changing their environments (Sheafor and Horejsi, 2008).

Social workers thus work to improve the environmental conditions of vulnerable and marginalized populations (Gutierrez and Cox, 1998). Given that the practice of social work aims at social change, as well as social justice, practitioners in this field need to have knowledge of (a) human development and behavior, (b) social, economic, and cultural institutions, and (c) the interaction of all these factors. NASW(2009)

According to Degie and Kebede,(2018),there is a common cause driving CSR and the profession of social work is that both of them set out to meet the needs of the disadvantaged and create a harmonious society. Social workers and community development planners, particularly in the developing world, should realise that and actively engage in facilitating MNCs and businesses generally to play a crucial role in social and community development.

Social workers usually participates in different private setting environment by developing philanthropic, community development and volunteer programs for corporations to engage their community. Creating strategies to engage communities, work with nonprofits to support important causes or support employee well-being, Advocate for employees of corporation, Connect employees to better resources , and measure success of corporate campaigns (e.g. number of people helped) are among the major duties of the profession.

The following issues are frequently addressed by both social workers and business companies'

CSR Efforts

Physical and mental health care and addiction support, Poverty, Disaster relief, Domestic violence, Volunteering, Homelessness, Hunger, Education, Child abuse and neglect. . *Suzanne Dworak (2018)*

The potential role of CSR policies is increasingly recognized by international development agencies, where CSR is considered a valuable instrument for business sector engagement in sustainable development that encourages best practice and good corporate citizenship. There are a plethora of emerging international initiatives, such Millennium Development Goals (MDGs) and the Global Compact (GC), which represent the UN's call for a bigger private sector engagement as part of the solutions to the challenges posed by the impact of globalization.

Today's worker expects corporations to be socially responsible. People are no longer just looking for a product or service. They also pay attention to how companies contribute to the greater good in society and in their employees' lives. Communities expect corporations to give back in some way, and thus corporate social responsibility helps companies be successful.

According to Cossy Hough (2015) ,This situation creates new emerging trend that Social workers are moving into corporate setting and the researcher believe that corporations will actively seek out professional social workers for their effective CSR engagement.

Social workers can develop different CSR activities including philanthropic, community development and volunteer programs for corporations to engage their community.

They can also help in identifying the major pressing social problems and those who need help.

One of the better known roles for social workers in corporate settings is that of counselor in an employee assistance program, as social workers can address problems that employees may encounter. Cossy Hough (2015) www.telegram.com.

Social workers can also play a vital role in the establishment of the structure and policy of an organization. Because social workers are trained in interconnectivity and the systems operating in people's lives, they bring new perspectives on organization. Adopting and practicing CSR can be one of new structure.

In the role of resource coordinator and advocate, Social workers can help the community/society to access the necessary resources and additional supports from the business corporations that will allow them to attain their needs. Assist vulnerable in connecting with resources.

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Appendix

Interview Guide for Vital Semi-structured Interviews with

1.private companies

This Semi-Structured interview prepared for chief executive officials who are working in the selected private organization to explore and analyze the role of private sector's CSR in mitigating social problems from Ethiopian perspective with social dimension in focus to fulfill the requirements of the master of social work at Addis Ababa University.

To this end, I kindly request that you answer the following questions regarding the stated objective. Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the project.

Thank you in advance for your cooperation

Interview Date: _____ Time: _____

Your current position _____ Organization: _____

2. Which organizational type best describes your enterprise?

☐ Local private companies, ☐ Multinational Corporations

Other please specify-----

3. How many people do you employed? -----

1. Do your company engage in any social activities/CSR activities in Ethiopia? If yes, do you have CSR plans ?How CSR is undertaken in your company?

2.Do your company give enough attention in alleviating social problems over environmental and other economic related problems in your Corporate Social Responsibility engagement. Which

CSR aspect get more attention when formulating your corporate social responsibility plans.

/social,economical or environmental/why this?

3.What CSR practices do you undertake to improving social welfare/ to improve the livelihood of the communities/ societies? To what extent your company engages in any of the following social activities?

3.1.Education,

3.2.Healthcare

3.3.Gender Equality and Empower All Women And Girls

3.4.poverty reduction among poor and Vulnerable Groups

3.5.Employment

3.6.Human Right

3.7. Labour Right

3.8. Disaster relief

3.9. water and sanitation

3.10.others

4.How your companies Identifying Major Social Problems/Issues/ to intervene ? What requirements do you have?

5. Is your CSR about philanthropic activities? Or sustainable business core activities? Why?

What have you achieved for your business by engaging in CSR?

6. Do you think that your organization has a unique participation in relief in regarding school uniform for poor children, educational materials (exercise book, pen, pencil and others)? Or any developmental activities like health development, any infrastructure?

7. Do you think that the government should make CSR policy? why?

8. Do you get some assistance/training from chamber of commerce or government organization /MoLSA/ in relation with CSR with social aspect?

9. How is your company currently contributing in terms of supporting disaster-recovery financing? When does your company participate in disaster recovery process? During preparedness, early response, or longer-term recovery? Why? What are the challenges?

10. What are the problems and challenges that your company is facing in exercising your Corporate Social Responsibility (CSR)?

2.Chamber of commerce and sectorial Association

1.In your opinion, should your Association/chamber of commerce/ be concerned with resolving social problems ?why?

2.In your opinion what should be the role of the business associations in alleviating social problems?

3.how do you judge the private companies in the country for their practices that relate to social and labor affairs?

4.How are your Association trying to impact private companies to act more socially responsible? (what methodology is applied)

5.What should be the role of government/MOLSA/

6.Are you aware of different global CSR standards and initiatives including un global compact, the OECD guidelines for multinational companies, the ISO 26000 and accountability AA1000 series of standards?

7.What do you suppose to be the barriers to your CSR initiatives?

3.Ministry of Labor and Social Affairs /MOLSA/

1.What are the roles/social responsibilities do you expect businesses operating in the country may have to discharge? what the ministry requires businesses to meet in regards to social/labor affairs

2.How your organization evaluates the private companies for their CSR practices comparing social with environmental and economic aspect

3.How do you judge the firms in the private sector for their practices that relate to social and labor affairs?

4.What are the role of the government in terms of CSR promotion ?

5.What kind of government incentives are provides for private companies to practice CSR? If no why?

6.How do your ministry support the trade association / or private companies in relation to alleviating social problems? What efforts have you been exerting to promote CSR related with resolving social problems

7.What international social and labor-related frameworks are endorsed or correlated

8.What specific activities do you think companies should be doing? How the participation of private organizations in corporate social responsibility activities could be enhanced?||

9.What do you suppose to be the barriers to your organization and private companies in social related CSR initiatives?

4. private CSR advocates and NGO

1.What role should the private sector play in disaster management?

2.How evaluates the current private sector contribution in supporting different natural and manmade disaster-recovery efforts

3.In the disaster cycle, the private sector can play a key role in preparedness, early response, and longer-term recovery. Usually when the private companies respond? Why?

4.What efforts have you been exerting to promote CSR related with disaster management?

5.What challenges do your commission and the private sector face in contributing to disaster-recovery support?