ADDIS ABABA UNIVERSITY

SCHOOL OF COMERCE BUISNESS AND ECONOMICS COLLEGE

The Practice and Challenges of Corporate Social Responsibility Management in Projects

In case of Koye Feche Housing and Entoto Park Projects

BY: ANDARGACHEW MINDA TAFESSE

A Project Submitted to Addis Ababa University School of Commerce in Partial Fulfillment of the Requirements for the Award of Master of Arts in Project Management

ADVISOR: **SOLOMON MARKOS (PHD)**

JUNE, 2022

ADDIS ABABA, ETHIOPIA

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CERTIFICATE OF DECLERATION AND APPROVAL SHEET

SCHOOL OF GRADUATE STUDIES

ADDIS ABABA UNIVERSITY

I, Andargachew Minda, the under signed, declare that this project paper entitled: "The practice and Challenge of Corporate Social Responsibility Management in Projects: the Case of Koye-Feche housing and Entoto Park Project" is my original work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the project paper has been duly acknowledged.

Declared by

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Date: ______________________________

We, the undersigned, members of the Board of Examiners of the final open defense by have read and evaluated this project paper and examined the candidate. This is, therefore, to certify that the project paper has been accepted in partial fulfillment of the requirements for the masters of degree.

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ACRONYMS /ABBREVIATIONS

CSR; - Corporate social responsibility

ECD:- Ecological directives

EEMSF:- European Multi stakeholder Forum on CSR

EU European Union

IEAA: - International Education Association of Africa

IHDP:- Integrated housing and development plan

ILO:- international labor organization

ISO: International standardization organization

MOF: - Ministry of Finance

MOSA: - Ministry of social affair

OECD:- Organization for Economic Cooperation and Development

PM:- Project management

PPS:- Probability Proportional to size

SDG: - Sustainable Development Goals

TBL:- Triple-Bottom-Line

TNC:- Trans National Corporations

UN: - United Nations

UNESCO: - United Nations Educational, Scientific and Cultural Organization

UNGC:- United Nations Global Compact

ACKNOWLEDGMENTS

First of all, my deepest and warmest gratitude goes to the Almighty God and his mother St Marry, for the strength and trust I have received in all aspect of my life including the achievement of this academic carrier.

Along with, I would like to express my sincere gratitude and appreciation to my advisor Solomon Markos (PHD) for his heartfelt exertion, fruitful support, encouragement and guidance in bringing this project paper work to reality. It is also my pleasure to thank organizations who allowed me to get all needed time and the data valuable for this study.

The next greatest admiration and gratitude goes to my lovely families who were on my side in each steps of my life.

Lastly, I want to express my deepest respect to all friends, class mates and Ethiopian Press Agency corporate sector employees' for their unlimited moral and material support.

ABSTRACT

The aim of this study is to examine practice and challenges of corporate social responsibility management on projects implemented in Ethiopia with particular preference of Entoto Park and Koye-Feche housing projects located in Addis Ababa city. To achieve this objective, data collected from sample respondents were analyzed by using percentage and aggregate mean form and interpreted on descriptive way. The finding reveals that in contrast with its multidimensional benefit, practice of CSR in most Ethiopian projects is at lower level. This is because of individual, organizational and governmental based problems of knowledge lack, faulty perception and poor system to practice CSR well. Regardless of problem lack of time, budget, coordination with stakeholders and within a community has been taken as a challenges hindering CSR practice. Accordingly, the study recommended that increasing awareness, setting up well-arranged institutional structure and system, introducing participatory CSR identification, planning and execution method through constituting CSR as major tool for improved project management have been forwarded as a better way to get maximum possible return from CSR practice and benefit the community, project firms and the nation as a whole.

Key words: - Corporate social responsibility, project management, community development

CHAPTER ONE

INTRODUCTION

On this chapter, background of the study, statement of the problem, objective, significance, scope, delimitation and limitation of the study, operational definition of key terms and organization of the study have been discussed step by step.

1.1. Background of the Study

As described by constructing excellence Journal (2004), Social responsibility often called Corporate Social responsibility deals with improving business operation on the way to respond for needs of stakeholders. It describes voluntary contribution of the economy towards sustainable development beyond business requirements. It also known as an integrated business concept that considers responsible entrepreneurial action beside firm’s business activity.

Corporate social responsibility can be implemented as ecological, economic or social sustainability means on which demand of certain groups like employees, suppliers, local communities and government regulators will be addressed as a part of business activity. It often identified with philanthropy or social action without being a part of core business goals identified by organizational management.

As described by Uribe, (2016) any business activity has its own positive and/or negative impact. So, CSR matters any business organization operating with in a community considering it as win-win strategy to maximize benefit of the company and society to satisfy demand of groups that have particular interests in day to day operations of a business while allowing achievement in the economic, social and environmental fields, CSR is becoming a vital tool of organizational and project management.

Nowadays, CSR has been practiced by most business organizations on consideration of four major motives that enforce them to engage in social welfare. These motives are; moral obligation, sustainability, license to operate, and reputation. According to Securer (2010), even if CSR deals with the vast community, sustainability and ethics, there are also critical reasons for the governments to care about CSR agenda. But the major challenges hindering due attention of the agenda is related to identifying priorities, increasing awareness, creating incentives, and mobilizing resources from cross sectorial cooperation that bring meaningful result in national context.

Beyond this, most scientific illustrations and definitions of business management, marketing and project management misses benefit of this issue on succeeding strategic goals. For example, even if PM has incorporated several techniques, tools, standards and models on its concept, sufficient evidence has not been found to intercept systematic incorporation of CSR into project management. Moreover this situation, failure to acknowledge ultimate necessity of trade-offs between companies' financial health and ethical outcomes laid its own effort on challenging practice of CSR. Duane (2005) also proved frequent winning situation of companies who engaged on social benefits without consideration of principles and enforcing laws.

Regarding this ideology, organizations expected to acknowledge costs and efforts to practice social responsibility as an investment that has its own return regained from the community in the form of cooperation and bargaining power boosting tool to minimize possibility of time and cost overrun in projects.

As CSR is recent phenomenon for our world, the knowledge and perception towards benefit of ensuring structured collaborative business environment is not well internalized by most organizations. Especially, in developing countries where the public body and most community lacks enough economic capacity to fulfill societal, infrastructural and livelihood needs, worrying about CSR issue and studying the surrounding variables is very important to strengthen business collaboration and ensure all inclusive development with in a country. But the overall framework and practice of CSR is at lowest level until this period.

Also in Ethiopian context, there is no general aversion to CSR concept except labeling it as grant initiative and political program that practiced without any effective strategic direction and policy. Fentaye K. (2018) also revealed this shortcoming of ascribing CSR practice to the business community due to lack of enforcing laws, political framework and awareness creation programs. In addition to this, even if there are considerable number of studies has been carried out on CSR issue, most of those studies failed to examine it with respect to project implementation environment and community reaction point of view.

So, recognizing overall benefit and real impact of CSR on successful business and project management, integrated sustainable development collaborated with social benefit, responsible public and private organizations especially project related organs needed to eliminate the challenges hindering CSR practice and improve their commitment towards all inclusive development. This is the final goal of study and main focus of the researcher.

1.2. Statement of the problem

As described by Duane (2005), countries planned to improve its socio-economic interaction needs to focus on CSR as catalyzing regent of ensuring environment friendly sustainable development. On the other hand, project and other business firms need CSR to improve their goodwill and reputation to minimize conflict of interest and gain collaboration from the community. Regarding the community, CSR helps to minimize adverse effect of projects that possibly bring economic, social and environmental crisis on their living area.

Besides this, the recent growing importance of trustworthiness, accountability and reliability on political and economic activity is demanding active involvement of public and private bodies on CSR. So, beyond losing its benefits, failure to ensure CSR practice may result rolling over problem on entire business environment. Because the negative effect resulted from less consideration of CSR will bring continuously declining vicious circle of economic capability and market through deteriorating all inclusive economic development with in a country.

But still now, compared to the current increasing number and spending of projects CSR practice is at minimal level. As discussed by Minilik S. (2018) the major problems result lesser CSR practice emanated from four most influential parties of any project; these are project firms, clients, community and the government. Regarding with their role and responsibility, these bodies have their own contribution for the problems challenging considerable attention and practice of CSR.

According to Sintayehu T. (2019), the main problem of firms challenging CSR practice is taking it as free will humanitarian act and additional cost with no return. Resulting a huge time, cost and effort wasting rework, conflict of interests and project overrun problems, this perception is derived from lack of understanding and scientific cost benefit analysis. Regarding public bodies, lack of involvement, well-articulated enforcement laws and control and evaluation system is the main problem. On the community side, lack of awareness to observe, calculate and request right to be compensated as collateral damage and long run impact of projects is the typical problem challenging CSR practice

Proving the above realities in Ethiopian context, preliminary interview conducted with selected project managers indicated lack of enough studies on this area. This situation can be taken as a research gap since those researches did not addressed most valuable surrounding issues such as projects, community and clients action. Therefore, revealing the above discussed benefits of CSR, on this project paper the researcher tried to provide better information about current practice and challenges hindering respective consideration of CSR in Ethiopian projects.

1.2.1. Basic Research Questions

Based on the problems observed around the raised issue and discussed on the above statement of the problem topic, the study focused to address the following research questions:

- How is the perception and attention of project firms, clients and government bodies towards CSR practice?
- What are the factors that motivate project firms and managers to engage on CSR?
- What are the major activates practiced under CSR by project organizations?
- How much effect does CSR have on organizational and project achievement?
- What are the major problems challenging CSR practice and management?
- How communities react to firms with different CSR practice?

1.3. Objective of the study

1.3.1. General objective of the study

The overall objective of this study is to examine practice of corporate social responsibility management and to identify major problems challenging considerable attention and practice of Corporate Social Responsibility management on projects implemented in Ethiopia.

1.3.2. Specific objective of the study

Focusing on selected firms and sampled projects implemented around Addis Ababa as a basis of generalizing the practice and challenges of CSR management in Ethiopia, this study tried to address the following specific objectives.

- To examine existing attention of responsible public bodies on ensuring CSR practice.
- To examine factors that motivates project implementing firms to undertake CSR activities.
- To list out major CSR activities practiced by selected project organizations.
- To assess effect of CSR practice on firms organizational and project achievement.
- To investigate major challenges hindering CSR practice and management in projects.
- To find out community reaction for firms with differentiated CSR practice.

1.4. Significance of the study

The main focus area and aim of this study is to provide clear understanding about the existing situation of practicing CSR and major problems challenging considerable attention and practice of CSR management in project implementation. Based on this scenario, this study expected to have the following significances.

- ❖ Used as eye opener about benefits of CSR practice on tackling repeated project time and cost overrun resulted from conflict of interest.
- ❖ Promote project firm and manager's behavioral change towards perceiving CSR as returnable investment to engage on it based on scientific cost-benefit analysis.
- ❖ Used as an input for public bodies and policy makers' action of creating conducive business environment, integrated socio-economy and wastage minimizing supply chain.
- ❖ Cognizant the community about problem of project firms and CSR based ways to attain their legal right.
- ❖ Deliver well-arranged research document that can be used as a reference for further study on the topic.

1.5. Delimitation/ Scope of the Study:

Since this project paper concerned about community centered issue on business activity, it expected to integrate rolling impact of successful projects on the vast socio-economic system, community and national development at large. But, due to some limiting factors like time and economic capability, scope of this study has been limited geographically and in terms of respondents. Geographically, the study had bounded in projects found around Addis Ababa. And regarding respondents, the study included communities living around selected project sites and key personnel's such as project manager, planner, controller and consultants working on project firms, client and regulatory government offices as a sample respondents.

1.6. Limitations of the Study

Hence corporate social responsibility is a wide concept that deals with different activities and focus areas that varied from one community to the other, this study expected to include analysis on practice and challenges of CSR in multiple type and area projects so as to carry out a study result perfectly represent characteristics of all projects implemented in the country. Moreover limitation to incorporate more projects and respondents to widen up sampling area, qualitative behavior of most data which exposed to subjectivity and lack of organizational respondents' willingness to engage on such a study expected to limit this study.

1.7. Definition of Operational Terms

- ❖ **Community**: - is a social unit (a group of living things) with commonality such as place, norms, religion, values, customs, or identity. Communities may share a sense of place situated in a given geographical area.
- ❖ **Corporate Social Responsibility (CSR):-** is an idea that a company expected to play a positive role in the community, consider the environmental and social impact on business

decisions. It is closely linked to sustainability of creating economic, social, environmental value and governance.

- **Corporate social responsibility management**:- is a system which describes conceptual and implementation frameworks to integrate CSR in companies so as to provide strategic framework of governing policies, processes and procedures that ensures achievement of CSR vision and objectives.
- **Project achievement*:* -** is an execution of a project within approved constraint scope, time, cost, resources, and risk. It focuses on stockholders, beneficiaries and other project achievement measuring values (efficiency & effectiveness) created by project execution.

1.8. *Organization of the Study*

Overall content of this study have been organized with five chapters. The first chapter focused on introduction, background, statement of the study, basic research questions, general and specific objectives, scope of the study, operational definition and organization of the study. The second chapter these are review of related literature provided various theories, findings and conclusions given by different writers, researchers and institutions. The third chapter, presented design and methodology used to carry out the study. On the fourth chapter presentation and analysis of collected data have been described in detail. The last chapter five provided summary of findings, conclusions and recommendations of the study.

CHAPTER TWO

2. REVIEW RELATED LITERATURE

On this chapter, various conceptual, theoretical and empirical literatures written around the raised issue have been discussed to familiarize readers about the issue. On the conceptual part basic concepts that can provide clear understanding about surrounding framework of CSR and project management have been portrayed. On theoretical part, theories and models have been reviewed. And on the empirical part the study tried to deliver extracted knowledge from conclusion of past researches conducted on similar area.

2.1. Emergence of CSR Concept

It is well known that, central motive of any business organization is creating prosperity. As prescribed by Nestle (2006), to meet this motive any organization needs positive relation, raw materials, capable work force and market from the society. On the other hand, societies also need business organizations to get infrastructure, factory supplies, employment opportunity and other services. Unfortunately, as any business activities might bring both positive and negative impacts on national development, government also has its own need to ensure all inclusive and balanced development through welfare management.

Hence there are considerable gaps and surplus efforts on both sides' business organizations and the societies are always intertwined for mutual benefit. Therefore, availability of equilibrating point of tangency is always mandatory for peaceful coexistence and collaboration between those parties interacting on a business environment. This situation calls for formal laws to protect and balance common good of those parties taking part on business environment.

While in most countries there are better laws that can keep this balance, poor law enforcement resulted from corruption, weak institutional structure, and poor governance perpetuates lesser implementation. And then corporate social responsibility (CSR) programs come to exist on business world as optional means to bridge the gap between the law and basic fundamentals of good business practice such as obedience of laws, avoidance of business ethical practices, and complete transparency.

2.2. Conceptual Basis of CSR

Corporate Social Responsibility (CSR) is a part of business management on it organizations take responsibility for impact of their activity on customers, employees, communities and the environment. Hence some effects of business activities might extend beyond obeying laws, organizations expected to take part on voluntarily action aimed at improving relationship with stakeholders around. Since CSR has considerable impact on business operation, this volunteer action should be practiced as part of organizational businesses management activity. As cited by Catalyst Corporation (2002), considering companies goal and obligation to be good neighbor of surrounding community, CSR sometimes called “corporate citizenship,”

Similarly, Mitsuhiro (2010) also demonstrated CSR as “obligation of a firm to use its resources in ways to benefit the society and improve welfare of the community independently from direct gains on membership based commitment”. The above definitions raise an important point of conducting business in socially responsible way and integral part of firm’s ongoing strategy. This means, practicing CSR is being socially and environmentally responsible on which a firm extend its business beyond its own economic goals and compliance of laws to include social and environmental responsibilities in their agendas to benefit communities and society at large.

2.2.1. Conceptual Framework of CSR

According to Bradshaw and Vogal (1981), there are three pillars of CSR that can add value to social performance on a business concern. These are described as follows.

- Corporate philanthropy: - is a monetary donation for some social cause or welfare of marginalized social groups support like education, child care, health or religious cases without any direct link to business promotion or economic goals.
- Corporate responsibility*:* - is denoting behavioral Pattern of the corporation while it is pursuing its corporate goal of maximization of profits.
- Corporate Policy*:* - defines firm’s approach towards the issues of public concerns to affect business life and wellbeing of the society as well.

There are number of models that provide framework of the CSR. However, Pinkston and Carroll’s (1996) founded validation of CSR Pyramid by their research studies.

Figure.1; Framework of the CSR (Pinkston& Carroll, 1996)

2.3. Practicing CSR management

As described by Balachandran and Saranya (2009), activities included as CSR practice should have to be selected and planned on a way to create mutual collaboration between the CSR issue management and key aspects of Crisis Management, Enterprise Risk Management, Group Environment and Media Relations. In addition to building well-structured and transparent channels between the CSR issues management and these functions, integrating environmental management tools with business plans, including life cycle assessment, costing, environmental management standards, and eco labeling also need due attention so as to create a greater collaboration and unity between the company and surrounding communities. Similarly, practicing CSR needs careful task of listing major activities to be focused and important steps of preparing the plan that listed below.

Some activities Included as CSR Practice are

- Taking appropriate action to prevent environmental pollution and to preserve the ecological balance.
- Rehabilitating the population displaced by the operation of the business.
- Contributing the overall development of the locality.
- Taking steps to conserve scarce resources.
- Contributing to research and development.
- Development of backward areas.
- Making possible contribution in furthering social causes like promotion of consumer education, investor education and population control.

CSR Plan needed to specify the following tasks:

- Baseline survey
- Activities/Projects to be undertaken
- Budget Allocation
- Setting up time-lines
- Assigning Responsibilities and authorities
- Listing out Major results expected

The Plan will further state –

- Implementation guidelines
- Involvement of implementing agency
- Procedures and methodologies for monitoring
- Modalities of evaluation

2.3.1. Sustainability as the superior CSR concept

The model founded by Ellington, (1997), revealed that sustainability is an impact based result of extending human action not only to inter-generation equality, but also global equality for everlasting period of benefit. This conceptual model named TBL (Triple-Bottom-Line) assumes that sustainable development can be realized only through simultaneous and equal implementation of ecological, social and economic goals. In this concept, the magic triangular of sustainability elements interact each other to maintain long term well-balanced coordination.

Figure 2, Triple-Bottom-line-Concept of Social Responsibility

- *Ecological sustainability*: - promotes a way of living that drains the natural basics of life only in the measure in which they can regenerate.
- *Economic sustainability*: - means the economic operations of the present generation should not be a burden for the following generations through the obligations it created.
- *Social sustainability*: - in any nation shall limit social tensions and prevent conflicts from escalating, and help solve them in a peaceful and civilized manner.

According to him, acceptance gained from practicing social responsibility through these elements leads to creation of new partnerships and new opportunities for expanding existing partnerships with the community and other companies.

2.3.2. CSR as value adding to business organizations

Mutz (2000) on his study demonstrated that, as the modern complex societies require well reflected application of ethical concepts, voluntary acceptance of social responsibility is a worthy long-term investment in economic success of business. So, CSR should be taken as valuable method of strategic business management to create systematic combination between business interest and the public well-being. Hence integrating business players with different cultural backgrounds and implementing joint standards of socially responsibility acts are quite difficult; it requires high social competency of the business management with the qualification of developing and promoting CSR.

The European Council Green Book; General European Conditions for Corporate Social Responsibility (2001) also proposed that, business organizations should audit their business performance by including financial, ecological and social criteria in their annual financial statements as a strategy of sustainable development. This means strategic planning of business activities should be followed by full control and rating of the social commitment.

Proving the above ideology Martin S. (2009) also provoke inclusion and consideration of ecological and social aspects in the balance sheet as a vital activity task to visualize the contribution of CSR to the projects.

Regarding this, Abreu, David and Crowther (2005), founded the following reasons or motives that can enforce most business organizations to engage in CSR practice.

- *Moral obligation*: - believe it is duty to be a good citizen and *"do the right thing".*
- *Sustainability*: - World Business Council explains sustainability as "Meeting present needs without compromising ability of future generations to meet their own needs."
- *License to operate*:- enforcement to follow regulations and permissions from government, communities and other stakeholders to be able to conduct business.
- *Reputation*: - Many companies use CSR as a means to improve reputation, company image, strengthen brand and demonstrate moral so as to increase sales and market share.

2.3.3. CSR And Risk management

Recalling the generalized definition of risk given by Reyner (2003) elaborated the linkage between CSR and organizational risk management. According to his description, as a risk is "an event or situation which could adversely or beneficially affect the business organizations ability to achieve its objectives through maintain good reputation and meting stakeholders' expectation", CSR risk also occurs when there is a gap between the expectations from society and the company business behavior. So, a company needs to be sensitive to detect and anticipate CSR risks rose by opinion influencers and stakeholders.

Clarifying this ideology more, on their model of linkage between CSR and Risk management Heath and Palenchar, (2008) promotes need of integrating CSR risk management with other forms of strategic risk management activities through internal and external risk sensing, reporting and monitoring practices. If the attention from the public, civil society and media grows spreading CSR issue in the organization should have to be given due attention by forming CSR department and revising business-operating policies.

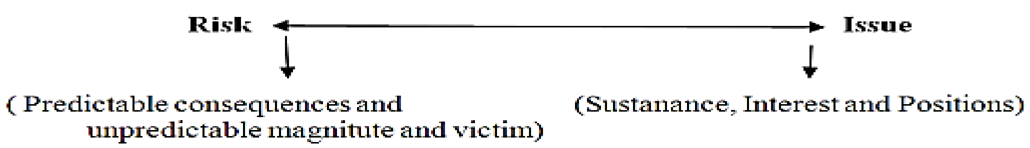

Figure 3; linkage between CSR and Risk management (Heath and Palenchar, 2008)

2.3.4. CSR on projects and project organizations

As discussed by Martin S (2009) since project organization is an organization formulated to execute project tasks that often carried out on a limited period of time, it is mostly staffed with new people and community with new background which often calls high attention to create collaboration between those new actors around the project. So, project organizations needed to provide success-focused environment with CSR. Because, any responsible action in the given circle can creates considerable benefits to build competitive position and fortifying trust that used as an economic incentive for organizational success.

Regarding benefits of CSR to projects and project organizations, Haron A (2018) indicated that, even if the real benefit of CSR for project organizations is hard to measure in cash returns from investing on CSR can be shown in growth rate of the companies' most important intangible assets such as integrity, credibility or reputation. Similarly with this idea, Bassen et al. (2005) listed the following as major benefits of CSR for project organizations.

- *Image win:* **-** CSR activities help project organizations gain public awareness.
- *Risk mitigation*: - risks rating to plan CSR and practicing it as preventive measures can be used to improve knowledge and mitigate effects of accidents or disturbances.
- *Cost saving*: - Risk management and collaboration with stakeholders improves cost saving**.**
- *Trust building***: -** investing to practice CSR increase trust of authorities, communities and eco-organizations around the project and in the project organization.
- *Employee motivation***: -** reputation of social responsibility acting organization contributes to increased employee motivation and satisfaction.
- *Growing social competence***: -** Acquisition of additional knowledge and enhanced involvement of employees increases their social competence in project work.

As a way to ensure getting the above benefits of CSR practice, Bassen et al. (2005), portrayed the below listed valuable elements of project implementation system environment that can influence success rate of the project and project organization as well.

- Organization of the home base companies
- Employees.
- Social values.
- Competitors.
- Suppliers and contractors.
- Politics and lobbies.

- Customers.

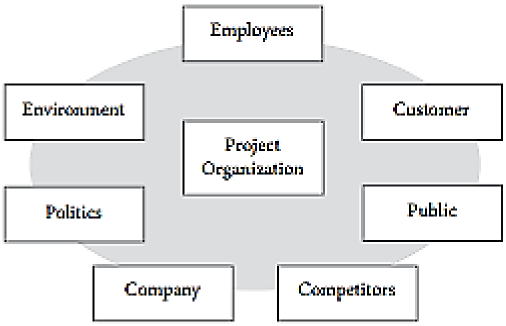

Figure 4; Systems in the environment of the project organization

But, contradicting his model, Bassen et al. (2005), proved that incorporating those success elements as one aspect of project management is uncommon. Mostly, execution and definitions of "project management" and "project" lacks to consider correlation of project with impact on society, environment and stakeholders as a business management strategy. At this point, the only linking line between CSR and projects seems to be the stakeholders. Therefore, since consideration of stakeholders as full package of social responsibility is not enough, studies should have to provoke impact of project and project management on other areas of CSR like social interest, environmental welfare and sustainable development.

2.3.5. CSR And Project managers

Merging his idea with CSR definition given by Weber, (2008) Wideman, (2002) demonstrated that, since project management involves successful implement of a project through managing tools, knowledge, and skills, and CSR is means of establishing important values that contribute to improve reputation, credibility and potential, reduce risks and save costs through promoting values and motivate employees, this scenario can be taken as a vital binding tool for the two terms. This means project managers may execute their management activities more effectively through application of CSR because project management and CSR are considered to share mutual dependency of benefits derived from their combined management implementation.

According to Özölçer and Kaygusuz (2008), being familiar with the details of day-to-day operations and execution, the project manager is in a position to perceive and analyze socially relevant issues and situations that may not be obvious to senior management. The project manager knows from firsthand experience that norms, laws, culture and traditions may render a project very different in execution and outcome from others. So, experienced project manager brings CSR practice as risk assessment and mitigation strategy, which can be refocused to identify social risks that might go unnoticed by the top leadership.

2.4. Theoretical Review

2.4.1. Theories of CSR

Rohini, and Mahadevappa, (2010) conceptualized CSR based on two key questions: what are corporations responsible for? And to whom are they responsible? These questions have engaged in much philosophical and legal debate. Therefore universally accepted definition of CSR is difficult to achieve this views on where a firm's responsibility to society starts and finishes. So, theoretical illustrations and philosophies expected to describe the term corporate social responsibility (CSR) as to provide clear principle of implementing the vital social responsibility issue simultaneously with meting project constraints and organizational economic criteria.

On the other hand, Brandao, Rego, Duarte, and Nunes, (2013) referred the term CSR as a means to maintain business focus on social responsibility issue which recent time corporations are using it internally to improve their communication efforts with external audiences. Similarly, WBCSD (2004) also expressed CSR as "the commitment or contribution of business to sustainable economic development, better life of employees, the local community and society at large for good of business and community development".

Generally, the above theoretical expressions tried to interpret CSR as business commitment that can improve capability of organizations to minimize negative externalities and maximize beneficial impacts of their business activity on the society. Regarding major focus of planning and practicing CSR activities, various theories have been introduced. Of which the two important theories namely: the Stakeholder theory of Freeman (1984) and the Triple bottom line theory of Ellington (1997) discussed below in detail.

A) The Stakeholder Theory

The stakeholder theory, originally detailed by Abreu, David, and Crowther, (2005), is a theory of organizational management and business ethics that addresses moral and values in managing an organization. In this theory, the concept "stakeholders" refers to any group or individual who is influenced, either directly or indirectly, by the actions of the firm. In the traditional view of the firm or shareholders view, the shareholders or stockholders are the owners of the company, and the firm only addresses the needs and wishes of its owners using CSR.

Based on the Freeman's theory, Jamali (2010) has divided the stakeholders into two groups, called market and non-market. While customers, competitors, employees, partners and suppliers are often seen as the market group; NGOs, government, regulators, environmental safety and standards organizations, media, society or community are consider as the non-market group.

In essence both these groups exert their influences at different levels on the social responsibility pressures or motivations of the company. From this perspective, many activities taken by the company are related to stakeholder's expectations (Friedman and Miles, 2002). It is meaningful to see that the concerning and satisfying the interest of stakeholders help to improve corporate governance and accountability that includes stakeholder communication and CSR reporting.

Regardless of its logical connection with the raised issue, valuable independent variables and influential actors, stakeholder theory preferred as a guiding principle for this study.

B) The Triple Bottom Line Theory

The Triple Bottom Line (TBL) introduced by Ellington (1997) is known as a common way for companies to conceptualize CSR. TBL captures an expanded spectrum of values and criteria for measuring organizational success: economic, environmental and social. In practical terms, triple bottom line means expanding the traditional reporting framework to take into account ecological and social performance in addition to financial performance.

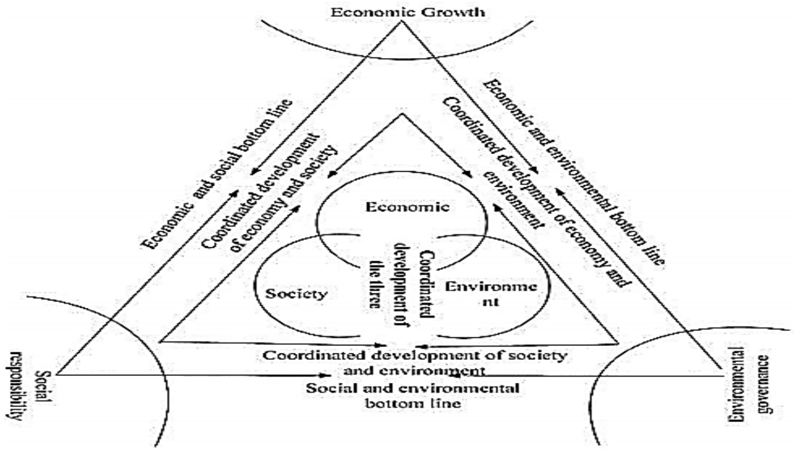

Figure 5; Graphical representation of triple bottom line theory

The TBL demands that a company's responsibility lies with stakeholders rather than Shareholders. Accordingly, the business entity should be used as a vehicle for coordinating stakeholder interests instead of maximizing shareholder profit. For these reasons, it sets directions and principles to evaluate and report companies' CSR achievements.

2.4.2. CSR Standards and initiatives

The European Multi stakeholder Forum on CSR (EEMSF, 2004) proved importance of standard existence to take over social responsibility in project organizations. Because, more standardized involvement of project companies to treat these issues, the better will be CSR concepts to improve cooperation. So far, there is a great bandwidth of national and international standards as well as institutions working on the development of compliance with such standards. The standards and guidelines listed below are presently used with preference:

On international labor conference (ILO,2008), United Nations Global Compact (UNGC) or Global Compact stands for a global union established between companies and the UNO with the intention to make globalization more social and ecological impact considering. In this network, companies set a system to work together with business associations like councils, non-governmental organizations, scientists, cities and stock exchanges. Directions of this network also tried to make Government institutions either directly or indirectly support the work as active members. Principles for multinational companies drafted by the Organization for Economic Cooperation and Development (OECD) covers conduct of international operating companies with regard to the criteria's like employees, environment, fair competition, customers, research and development.

Similarly the ecological declaration of the EC-Directive which intended to enhance benefit of business for the public and declarations of business standard ISO 14001 also taken as prominent initiatives of standardize efforts of the private economy. EMAS is considered the more sophisticated system; however it concentrates on Europe, while ISO 14001 is internationally accepted far beyond the borders of the EU.

2.4.3. Effective and Successful CSR Engagement

On the study carried out by Birhanu M. (2018), the following points have been listed as key lessons to effective and successful engagement of CSR.

- Developing own CSR practices and plan that linked with cultural roots. But using hybrid approach by mixing some experiences from abroad might allow to integrate local values with international standards can bring better implementation of CSR practice.
- CSR practice needs to go beyond philanthropic act and consider corporate accountability through organizational policies and procedures to enforce operational teams.
- Build, strengthen and develop (CSR) implementing teams and departments to ensure well-structured planning, implementation and evaluation of activities.
- Build positive relation with concerned bodies Civic associations, media, and governmental bodies as valuable source of information about focus areas needed special attention.
- Encourage and facilitate inter and intra organization free dialogues to share experiences and learning to create CSR framework that can be embraced by all stakeholders.

2.4.4. Rating practice of CSR

Further to strategic alignment principle, Martin S (2009) described benefit of professional business implementation to enhance organizations CSR practice and achieve high-quality of commitment. According to him including and aligning CSR with strategic business management is very important to test effective utilization level of core competencies in the company. This can be done by using the following criteria that can help as a baseline to evaluate or rate CSR activities:

- Will the commitment to CSR lead to a competitive edge for the company?
- Are practices, partners and issues consciously selected?
- Is the CSR commitment communicated widely throughout the company as possible?
- Do the employees really know about its relation with the company?
- Are there corporate potentials, abilities and special skills for the activities?
- What is the problem to which the company relates its commitment?

2.5. Empirical Reviews

Considerable literature and empirical evidences shows that concept and practice of CSR in Africa is categorically different from most developed countries. Frynas (2007) on his study identified two factors that clearly demonstrated limits of universal standard application in any context. One is the failure of universal CSR standards to address specific national contexts and the other is capability of universal CSR standards to address some issues better than others. This is due to the unique socio-cultural, economic context and regulatory framework of African countries influence understanding and practice of CSR.

Proving similarity of the situation in Ethiopia on his study, Yonas Seifu (2018) discussed the case in Ethiopia as similar with that of most African countries. Like any other African countries, the concept and practice of CSR is new in Ethiopia. There are also limits in literature and empirical evidence regarding socially responsible practices. Research into this area is quite scarce. There are extremely limited academic publications that exhibit the status of CSR in Ethiopia. To show the scanty of literature on the issues of CSR engagement in Ethiopia a brief review of some studies is forwarded here under.

A case study conducted on Ethiopian textile industry, CSR has primary been initiated by Trans National Corporations (TNCs) like Tesco and Primark when they start to outsource production to the Ethiopian factories. The study reveals that only a hand full of companies has CSR policies to follow when they outsource production. These include social criteria’s such as controlling wages, working hours, safety equipment and instructions in the factory and environmental standards. The study has concluded that TNCs play a central role of initiating CSR in an Ethiopian textile industry.

According to Berehanu M. (2018), however cultural differences presented to affect CSR practice especially in Ethiopia the history of colonization expected to have effect of fearing integration with other cultures and nationalities even in positive actions. So, beyond cultural integration on social affairs with in a community lower institutionalized action of CSR may have its own role to the current situation. Another study conducted with regard to the understanding of corporate social responsibility (CSR) practices by Addis Ababa University, The issue of CSR in higher learning institutions is one of the least studied subjects in Ethiopia in terms of what social responsibility considerations a higher learning institution is expected to discharge and what it is actually doing. The study noted that there is still the need for more efforts to improve the social responsibilities of the university and the country as well.

However, there are some indicators that the idea of corporate social responsibility is fairly accepted and the university acknowledges its value as well as its importance in spite of lack of a complete implementation of corporate social responsibility programs that can successfully reach out its stakeholders. The study concludes that even though the university acknowledges its value as well as its importance, it is difficult to infer that there exists a well-developed CSR knowledge/system in Addis Ababa University.

2.6. Challenges of Corporate Social Responsibility Practices

Review and analysis of different scholars revealed various impediments of CSR practices or engagements on Ethiopia and worldwide business environment. According to the study by Frynas, Dobers & Halme (2007) corporate social responsibility practices in different countries, communities, families and business types may be different from one another in context, faces and practice level as the gaps, expectations and capacities are different. So, this situation of variable among countries, communities, families and business types might challenge selection and practice of CSR which equally met expectation of all stakeholders.

Other factors limiting CSR practice include “lack of community participation in CSR activities, need to build local capacities, issues of transparency, non-availability of well-organized NGOs, visibility factor, narrow perception towards CSR initiatives, non-availability of clear CSR guidelines, and the lack of consensus on implementing CSR issues.

Assessments of CSR challenge by Yordanos M (2017) also indicated that immense social problems that exist in the local setting are also another challenge. In regard to Ethiopia and the empirical findings in the field study shown that there is no understandable connection between CSR activities and cultural situations meaning that there is a disconnection between philanthropic motives and business motives. Businesses in Ethiopia cannot function if employees are affected by different problems or if infrastructure is unavailable and therefore philanthropic motives and business motives are closely interconnected. Likewise, almost all national companies and government organizations have not developed CSR policy and a strategy since CSR is not operated on a formal basis.

Regarding international business organizations Frynas, Dobers & Halme, (2010) discussed that, besides lack of CSR program enforcement based on close follow-up by the parent companies trans national companies (TNCs) operating in the local context failed to fit with local frameworks. In other words, there is lack of readjustment in terms of instruction and parent companies on the local CSR initiatives. The subject matter itself is in the early stage of its evolution at the organizational level confirmed as another limiting factor for CSR engagements.

2.7. Summery and Gaps of reviewed literatures

As this chapter is dedicated to review various related literatures gained from different sources, using those topics granted to deliver benefit of CSR, motives to engage on CSR, existing situations and knowledge about CSR, conceptual issues, systems, techniques, models and theories have been addressed by different authors. According to those literatures, since business firms and the community are intertwined on business environment, CSR can be used as business management tool to create integrated conducive business environment.

But, when we examine content of those literatures, some important items and focus areas needed to be addressed regarding CSR practice are neglected or not recognized by most researchers. From those neglected and/or not recognized important parts and areas, failure to consider community reaction towards different level of CSR practicing firms, lack of studying CSR with specific project environment and failure to recognize variation of challenges in countries with different economic status are the major once.

Accordingly, recognizing CSR as major tool of considering community benefits beyond own business motive, stakeholder theory has been chosen to be guideline of this study from the theories reviewed on this chapter.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter intended to deliver basic information about the methods used to collect, analyze and interpret data so as to arrive at reasonable conclusion and possible ways of addressing problems to provide recommendations.

3.1. Research Design

Demanding smooth sailing of existing CSR practice and challenges with respect to project achievement, thereby to carryout efficient research yielding maximal information with minimal distortion rate on a lowest possible cost, effort and time, descriptive research design have been employed on this study to present complete picture on specific details of existing situations, social setting, or relationships.

Descriptive method has been preferred to employ on this study, because it is an appropriate method when aim of the research is to identify characteristics, frequencies, trends and categories. It is also useful when there are ambiguous issues about situations, problems and source of problems affecting the dependent variable.

3.2. Research Approach

Hence most data collected from respondents are aimed to measure qualitative situations like knowledge and perceptions of individuals, attentions and considerations of organizations and accepted challenges regardless of CSR practice, qualitative approach had been preferred to employ on this study. Even if there is also project cost and budget related quantitative data's collected to analyze actions and existing situation, the final goal of this analysis is to measure organizational attention towards CSR practice which is indicator of qualitative scenario. So, either data type or analysis does not contradict with the research method preferred to employ on this study.

3.3. The Research Population and Sampling Design

3.3.1. Description of the study area

The specific study areas of this study, Entoto Park and Koye-Feche housing development are two different projects implemented in northern and eastern tips of Addis Ababa town. Addis Ababa is the capital city of Ethiopia and diplomatic center of Africa. It embodies a 130 years of development history that contributes to its current socio-spatial features. As a primate city located at heart of the nation, Addis Ababa is a melting pot of people with diverse background and geographic origins. Most development challenges of this town can be attributed to its unplanned origin and growth, infeasible development strategies, lack of implementation capacity, and widespread poverty that has resulted in chronic problems in almost every aspect of the urban life. This is a problem looking for better CSR practice and studies on such issue.

- **Entoto Park Project**

The Entoto Park is a tourist destination development Project that incorporates many recreation centers. The vast park consists of zoo, lodges, restaurants, children's play grounds, artificial ponds, swimming pools, tennis courts, a golf course, horseback riding and camel caravan yards, museums and cultural center that depicts Ethiopian nationalities houses culture and traditions. The architectural designs reflecting designs of Lalibela, Axum, Fasilides Castle and Harar Jegol wall, the surrounding altitude and natural contents of the project made it additional tourist attraction site for the town. According to Heyab; the project manager, including community members who were dependent on selling firewood from the forest, the 4.8 billion birr project had created more than 14,000 job opportunities. Heyab said benefit of the surrounding community were primary consideration of the project since generation and development of project idea..

- **Koye Feche Housing development**

Koye Feche is one of the latest and modern cities that are gobbling up land on south eastern side of the capital. Since the starting time of launching integrated housing and development plan (IHDP) in 2006, Ethiopian government has built hundred thousands of condominium estates like these at a pace unrivalled anywhere in Africa. Now a day, more than 450,000 subsidized flats have been transferred to their new owner-occupiers in Addis Ababa and smaller towns. Covering over 700 hectares of land situated 25km south-east of the city Centre, Koye-Feche housing project have been benefited more than 200,000 people in muscular concrete high-rises. But on this site there were many crises resulted from interest conflicts and lesser consideration of compensation for the costs faced by former land owners.

3.3.2. Target Population

In order to carry out integrated analysis of situations that includes every influential actors of the raised issue in selected projects, managerial and operational level personnel's working on planning, following, controlling and evaluating positions of below listed organizations and the 342 and 637 families who can affect and/or affected by Entoto Park and Koye-Feche housing projects respectively have been taken as target population of this study.

- ❖ Governmental bodies:- projects design, approval and controlling and social affair offices
- ❖ Client organizations: - Addis Ababa city administration and Housing Corporation office
- ❖ Project firms:- LKM construction, Value Engineering and Rama Construction
- ❖ Community members: - 342 and 637 families that considerably affect and being affected by Entoto and Koye-Feche housing project implementation sites respectively.

3.3.3. Sampling Design

This research had used both probability and non-probability sampling techniques. The probability sampling technique has been utilized to select sample units from the community that affected positively or negatively by the project. In order to select sample elements from target populations listed independently on a sampling frame, simple random sampling has been used by picking randomly from different locations around selected project sites until it reaches predetermined proportional share of sample size in each project site computed by using PPS (Probability Proportional to size) method.

On the other hand, non-probability sampling technique applied to select interview respondents' working in government offices, client organization and project firms on purposive manner. Here interview respondents have been selected on purposive manner, because position, responsibility and authority to provide complete information, grant document and observation site access should have to be considered as criteria to select samples with respect to the raised issue and data needed from them.

3.3.4. Sampling Frame

The sampling frame is used to bound area needed to select respondents' from the surrounding of selected projects. Accordingly, among projects implemented in Addis Ababa; Entoto Park and Koye-Feche housing projects; the surrounding community members who either positively or negatively affect or/and affected by those projects; responsible personnel's working on organizations with considerable stake on those selected projects have been taken as sampling frame of this study.

3.3.5. Sample Size Determination

After defining sampling frame of the study, influential actors who can affect and/or affected by selected projects have been considered to determine sample size of respondents from each frame.

Accordingly, sample size of interview respondents has been determined based on number of organizations and positions related to raise issue and data need controlled selection technique.

So, from major parties with considerable stake on those projects such as government bodies, client organizations and project firms, 6 managerial level and 12 experts totally 18 workers have been selected as interview respondent.

Regarding sample size of questionnaire respondents, the target population framed to be studied using this method is the community living around those projects. And they are finite in number and boundary of selected projects. Accordingly, planning to get enough sample that represent target population on the frame, size of questionnaire respondents have been determined by using *finite population correction formulae* which formulated by the famous statistician Taro Yamane **(**1967) as listed below.

$$n_o = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(1)}$$

Where n_o is decided sample size

N is total population size

So, deciding to use 15% (146) of the target population as best and affordable sample size to represent the 979 concerned community members living around those selected project sites, we get total sample size of respondent employees as follows.

$$n_o = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} \Rightarrow \frac{146}{1 + \frac{(146-1)}{979}} \Rightarrow \underline{\underline{127.8}}$$

Taking approximate value of the above result, randomly selected **128 respondents** have been taken as sample respondents for questionnaire method.

On the other hand, sex and site share of respondents on each project site have been determined according to their ratio by using PPS (Probability Proportional to size) method shown below.

$$\textbf{Sample size for Site A} = \frac{\textbf{Target population on Site A}}{\textbf{Target Population both sites}} \times \textbf{Total sample size}\ldots\ldots \textbf{(2)}$$

Based up the above formulas, **45** sample respondents from Entoto park project and **83** sample respondents from Koye-Feche housing project have been selected as illustrated on table below.

Table 3.1: sample size determination; **source:** self-preparation (2022)

No.	Respondents on type	Sampling Purpose	Pop`n in sex			Samples in sex		
			M	F	Total	M	F	Total
Project Client & Gov`t organizations		**Interview**						
1	Project design & control office	>>				1	2	**3**
2	Ethiopian housing project office	>>				3	1	**4**
3	Sheger Park project	>>				1	2	**3**

No.	Respondents on type	Sampling Purpose	Pop`n in sex			Samples in sex		
			M	F	Total	M	F	Total
4	LKM construction PLC	>>				2	1	**3**
5	Rama Construction	>>				3	2	**5**
Total Interview Respondents						**10**	**8**	**18**
Community members in each site		Questionnaire						
1	Entoto Park site community	>>	245	97	**342**	32	13	**45**
2	Koye-Feche site community	>>	496	141	**637**	64	19	**83**
Total questionnaire respondents			**741**	**238**	**979**	**96**	**32**	**128**
Total respondents						**106**	**40**	**146**

3.4. Source of Data collection

A) ***Primary Data Sources:-*** are original or first-hand materials that offer a personal point of view created by a witnesses or participants to provide new information and original perspectives such as policy, strategy, planning and reporting documents and perception of community and personnel working on organizations has been assessed using questionnaire and interview method.

B) ***Secondary Data Sources:-*** are sources that interpret, include, describe, or draw conclusions of works written by others like back up arguments and statements that represent an opinion by using and citing multiple sources. Under this category relevant research paper and books review reports and literatures, website pages and other internet sources also used to browse and dugout row facts from published and unpublished materials.

3.5. Tools and Method of Data collection

The required data for this study have been collected from different sources around responsible offices and projects under study. Various bases of data are required to authenticate and verify any insight obtained from different sources and detect contradictory confirmations. Moreover interview and questionnaire, observation of response verifying documents and site works were the main data collection tools used on this research as described below.

3.5.1. Interview

Interview method is a data collection method that used to collect data with possible adjustment on content and questions step through support of on spot reality verification. So, self-designed open and close ended interview questions have been prepared to collect data from key personnel's working on project firms, clients and government organizations. However this method is used to collect data from different persons on different organizations, similarity of needed data type such as plan, practice, challenge, evaluation and reporting was taken as a base to design single and inclusive interview questions.

Data obtained on this method has been verified through observation of officially recorded documents and activities implemented on selected sites.

3.5.2. Questionnaire

According to Bryman, (2012), questionnaire refers to an instrument, in which series of question printed along with choice of answers expected to be marked by sample respondents of the study. Considering objectives of the study & respondents academic status, self-prepared questionnaire with close ended 5 likert scales questions has been distributed to randomly selected respondents on the help of hired supporters that expected to minimize possibility of error.

On the other hand, before distribution of the questionnaire, pilot study was carried out to check face and content validity and to measure extent of participatory decision making practice in this research.

3.5.3. Observation

As a result of their personal responsibility or intimacy with concerned bodies and organizations, or knowledge gap, intentionally or unintentionally some respondents might exaggerate or undermine CSR practices and challenges on those selected projects. Accordingly, this method has been adopted to cross check validity and reliability of collected data from respondents and verify the real truth about CSR consideration and practice, minimize subjective bias.

On this method, official recorded and documented materials and CSR activities performed on selected project sites was observed during and/or after interaction with respondents by using self-prepared observation checklist.

3.6. Data Analysis and Interpretations

Case areas of this study have been selected intentionally through preliminary assessment made on different organizational attention and community perception towards CSR. So, expecting availability of unexplained problem on those areas, the researcher preferred to use generalized way of analyzing and interpreting data collected from different sources.

Accordingly, analysis of data collected from different sources have been refined and tested by retrieving respondent’s personal information, organizational background and system strength to contextually examine reliability and validity of materials. Then after, collected qualitative and quantitative data’s have been summarized on table and analyzed by using percentage and aggregate mean formulae. And then it had been discussed and interpreted in narrative way to give clear understanding about final results.

The cutoff point used to interpret mean value is 2.5. As mean value goes to greater 2.5, it indicates decreasing trend of responses intensity to the lower choice and vice versa. Here since final goal of analyzing quantitative date is to measure perception & attention of organizations towards CSR, it doesn`t create any mismatch with preferred method of study.

3.7. Ethical Consideration

During preparation of this study, strict considerations were applied to make overall content and process more professional and ethical. So, following the ideology described by Kumar and Kandasamy (2012), respective ethical standards have been given due attention during the study. Accordingly, delivery of clear information about content, purpose, sources used and information needed from each source has been described for respondents, readers and other utilizers of this study. Moreover, confirmation of participants free will, ensuring protection, confidentiality for subjective perceptions and respondents idea, describing ideas with respect to consent of data providers, contextual explanation of sources used on this study have been given due attention.

3.8. Pilot tests

A pilot test often called feasibility test of study is a mini-version of full-scale study or a trial run to be done in preparation of the complete study. According to Teijlingen & Hundley, (2001) pilot test consists of specific pre-test of research instruments, including questionnaires or interview schedules. Based on this terminology, research-ability of the issue, reliability and validity of target population, sampling method, size, data gathering tools and sources has been tested preliminary assessment through discussion and distributing questionnaire for specially selected persons around the issue.

3.8.1. Validity test

As described by Begley (1996), validity test used to determine whether the measuring instrument truly measures what intended to measure or how truthful will be the results. Accordingly, aiming to measure validity of research findings, verifying outcomes obtained from different sources and ensuring arrival to intended result, the data, methodology and analysis employed on this study have been tested through triangulation of data collection instruments, outputs and objectives needed to address.

3.8.2. Reliability test

Reliability test employed to check the extent to which results are consistent over time and an accurate representation of variables and the total population under study. Accordingly, reliability of independent variables to affect dependent variables has been measured by using Cronbach's Alpha coefficient based on the principle suggested of Hair et al (1998) as follows.

Table 3.2; Cronbach`s alpha Reliability Analysis

Variables	Cronbach's alpha	Items
Knowledge and perception	0.824	4
Organizational behavior of private firms	0.913	6
Government organizations attention	0.765	5
challenges of CSR practice	0.691	6
Total/Average	**0.7982**	**21**

According to the above table 3.2, the first independent variable knowledge and perception with 4 items have score of 0.824; organizational behavior of private firms with 6 items have score of 0.913, government organizations attention with 5 items have score of 0.765, and the final variable challenges of CSR practice with 6 items have score of 0.691. Accordingly, those four independent variables with 21 items included under their circumstance have total average score Cronbach's alpha coefficient value of 0.7982. Hence the average value of those dependent variables is greater than 0.6 it indicates the items in each of the domains are well understood and accepted by the respondents.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRITATION

4.1. Characteristics of Respondents

As illustrated on chapter three, to carry out this study the researcher have been planned to get valuable information from 18 interview and 128 questionnaire totally 146 respondents. And the documents prepared to collect needed data were distributed to sample selected respondents. Accordingly, due to series follow-up and frequent in touch with respondents planned to engage on data collection process, excluding of 2 non available interview respondents, 7 spoiled and 5 non returned questionnaire documents, valuable data used on this study has been collected from 16 interview and 116 questionnaire respondents totally 132 respondents who have given complete and valid information needed to carry out the research with average of 88.8% interview and 90.6% questionnaire totally 90.41% response rate.

As shown in table 4.1 below, the data collected from personal information of questionnaire respondents indicated that from a total of 116 effective respondents 85 (73%) were male and 31 (27%) were female. Indicating most respondents are enough aged to understand the situation better and provide logical response to the raised questions most 42 (36%) followed by 34 (29%) respondents are 26-35 and 36-45 years old respectively. Respondents aged 18-25 25 and above 40 consists 21 (18%) and 19 (16%) respectively.

Since most questionnaire respondents are rural dwellers who shared the countrywide lower literacy rate, except 6 (5%) and 11 (9%) who have first degree and diploma level academic background respectively, majority 67 (58%) and 32 (28%) respondents have learnt up to primary and secondary school respectively, but as an insurance to deal with the questionnaire data collection support team approved that they are enough fit to do so with minimum support.

Regarding family responsibility, most 71 (61%) followed by 25 (22%) respondents are fathers and mothers, and the remaining 7 (6%) and 13 (11%) respondents are elder brother and sisters who taken care of their family, of which most 56 (48%) followed by 33 (28%) respondents has 3-5 and 6-8 family members respectively. The remaining 17 (15%) and 10 (9%) has 2 or lesser and 9 or greater family number respectively. Regarding economic activity, as the projects founded out of the town in rural area most 51 (44%) followed by 22 (19%) predominantly use agriculture and daily labor works as means of livelihood. The remaining 18 (16%), 17 (15%) and 8 (7%) respectively use organizational job, sell firewood from forest and enterprise trade and service provision to survive themselves and their parents.

Table 4.1; Characteristics of Questionnaire respondents (Source: self-survey)

Item	Category	Frequency	Percentage	Cumulative
Gender	Male	85	73%	73%
	Female	31	27%	100%
	Total	**116**	**100%**	
Age	18-25	21	18%	18%
	26-35	42	36%	54%
	36-45	34	29%	84%
	>40	19	16%	100%
	Total	**116**	**100%**	
Academic background	Primary School or below	67	58%	58%
	Secondary school	32	28%	85%
	Diploma	11	9%	95%
	First degree and above	6	5%	100%
	Total	**116**	**100%**	
Family Responsibility	Father	71	61%	61%
	Mother	25	22%	83%
	Elder Brother	7	6%	89%
	Elder sister	13	11%	100%
	Total	**116**	**100%**	
No of Family per respondent	<2	17	15%	15%
	3-5 years	56	48%	63%
	6-8 years	33	28%	91%
	>9 years	10	9%	100%
	Total	**116**	**100%**	
Means of Survival	Agriculture	51	44%	44%
	Enterprise trade/Service	8	7%	51%
	Firewood selling	17	15%	66%
	Daily labor	22	19%	84%
	Organization worker	18	16%	100%
	Total	**116**	**100%**	

Here after, data collected from respondents described on the above table 4.1 have been analyzed and presented chronologically in accordance with objectives of the study as follows.

4.2. Perception and Knowledge on CSR

Peoples are major inputs and activators of tasks performed by an organization to achieve stretched goal. And perception is the most influential factor that can determine focus, commitment, action and success of peoples. Perception also in turn determined by the knowledge level about the issue. Based on this ideology, knowledge and perception of sample respondents towards CSR practice have been analyzed according to their reply illustrated on table below.

Table 4.2, Respondents Perception of CSR (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	Percent	
1	How much you know about CSR?	Very high	16	13.79%	**3.4**
		High	22	18.97%	
		Average	13	11.21%	
		Low	29	25.00%	
		Very low	36	31.03%	
		Total	**116**	**100%**	
2	How much do you think CSR interrelated with private organizations?	Very high	14	12.07%	**3.6**
		High	17	14.66%	
		Average	11	9.48%	
		Low	33	28.45%	
		Very low	41	35.34%	
		Total	**116**	**100%**	

As shown on the above table 4.2, there is considerable difference of CSR knowledge and perception among respondent community members. Accordingly, even if considerably 22 (18.97%), 16 (13.79%) and 13 (11.21%) respondents respectively believed that they have high, very high and average knowledge about CSR practice, most 36 (31.03%) followed by 29 (25%) respondents believe that their knowledge about CSR practice is very low and low respectively.

Indicating greater linkage with the above distribution, most 41 (35.34%) followed by 33 (28.45%) respondents believe that CSR practice have very low and low relation with private business organization respectively. Contradicting with this, 17 (14.66%), 14 (12.07%) and 11 (9.48%) respondents perceived high, very high and average connection between CSR practice and private organizations business operation.

To conclude that, even if considerable number of respondents believed to have good knowledge about CSR practice and its relation with private business, the 3.405 and 3.603 aggregate mean values indicated that the community has lower knowledge about it. So, this might be taken as a basis for action and reaction of the community on their integration with business firms.

On the other hand, most 10 (62.5%) interview respondents did not accept CSR as mandatory practice for business organizations. On similar way 9 (56.25%) of interview respondents also believe that a cost incurred on CSR has no contribution for business success. But, contradicting with the above perception, 12 (75%) interview respondents accepted positive contribution of CSR to socio-economic integration and project success.

On similar manner, perception of interview respondents towards effect of CSR practice on different issues also portrayed as follows.

Table 4.3, Summary of interview respondents' perception on CSR effect (Self survey 2022)

Item	Choice	Interview respondents		Aggregate mean
		Frequency	Percent	
What effect do you think CSR have on the following issues?				
Project cost (Budget utilization)	Strongly positive	3	18.75%	**2.813**
	Positive	6	37.50%	
	Nothing	1	6.25%	
	Negative	3	18.75%	
	Strong Negative	3	18.75%	
	Total	**16**	**100%**	
Project accomplishment time	Strongly positive	2	12.50%	**3.188**
	Positive	4	25.00%	
	Nothing	3	18.75%	
	Negative	3	18.75%	
	Strong Negative	4	25.00%	
	Total	**16**	**100%**	
Ensuring Sustainability	Strongly positive	7	43.75%	**1.750**
	Positive	7	43.75%	
	Nothing	1	6.25%	
	Negative	1	6.25%	
	Strong Negative	0	0.00%	
	Total	**16**	**100%**	
Community development	Strongly positive	7	43.75%	**1.563**
	Positive	9	56.25%	
	Nothing	0	0.00%	
	Negative	0	0.00%	
	Strong Negative	0	0.00%	
	Total	**16**	**100%**	

As shown on the above table 4.3, most 4 (25%) and 4 (25%) interview respondents consequently perceived that CSR have negative and strong negative impact on project cost and budget utilization. While the remaining 3 (18.75%), 3 (18.75%) and 2 (12.5%) respectively thought its strong positive, positive and neutral impact. Regarding project accomplishment time, even if 1 (6.25%), 3 (18.75%) and 3 (18.75%) respondents believed on strong negative, negative and neutral impact of CSR practice on project accomplishment time, most 5 (31.25%) and 4 (25%) respective respondents believe its strong positive and positive impact. Related to sustainability, except 2 (12.5%) respondents, most 14 (87.53%) respondents equally shared idea, CSR practice has strong positive and positive impact to ensure sustainable development. Regarding community development, almost all 16 (100%) interview respondents believed that CSR has strong positive and positive effect on community development.

In general, the above discussion revealed that, due to their perception of CSR takes time, effort and budget from the project most 3.188 aggregate mean respondents believe in negative impact. Contradicting with this, most interview responses of 2.438, 1.75 and 1.563 aggregate mean respondents indicated a positive impact of CSR practice on project accomplishment time, sustainability and community development. So, hence knowledge and perception have greater power to determine attention and action of peoples, this result determines the coming results.

4.3. Organizational behavior

Organizational behavior (OB) is the study of how people behave and interact with in organizations as individuals and as teams and how organizations system and human resources have been structured to achieve specific goals. This means organizational behavior concerned with three main determinant factors in organizations: individuals, groups and structure. Regarding organizational behavior, this topic focuses on the system, structure and policy environment of d public organizations responsible for CSR practice.

So, according to interviewees responses working on organizations, even if majority 9 (56.25%) respondents said yes for availability of defined policy & procedure used to guide CSR practice, most 9 (62.5%) and 8 (50%) respondents also proved lack of authorized body or department, defined list of activity and CSR consideration on plan, cost estimate and reporting system respectively. This means the remaining chosen contra of the above respondents. On the other hand in relation with community involvement, most 11 (68.75%) respondents believe that there is lack of active community involvement during refine & prioritize CSR activity.

As we can understand from the above analysis, even if there is defined policy and procedure which also verified by document observation, with poor departmental structure, consideration on plan, cost estimate and reporting system and lack of listed activities and goals organizations cannot ensure proper level of CSR practice.

4.4. CSR Practice Management

As of any organizational activity efficient and effective CSR practice that can reward successful achievement of stretched objective needs careful design and implementation of management system. Recalling some pillar elements from the general definition of management, under this topic Identification, planning, executing, follow-up and evaluate situation on the current CSR practice have been analyzed as follows.

4.4.1. Identification and prioritization of CSR practice

Since identification provide answers for questions of what, how, for who, with who questions, every activity started from identifying the gap, method and stakeholders who can affect or being affected by a certain task. Identification of CSR practice can be performed by preliminary assessment, observation, interview and discussions with concerned bodies. Then after, identified items should have to be prioritized to save wastage, ensure effective and efficient accomplishment accordingly, analysis of responses regarding this issue discussed as follows.

Table 4.4, Summary of responses on CSR identification (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	Percent	
1	Does organizations explained about the project before start up?	Very high	16	13.79%	**3.560**
		High	18	15.52%	
		average	9	7.76%	
		Low	31	26.72%	
		Very low	42	36.21%	
		Total	**116**	**100%**	
2	Did you ever asked about private and community problems and traits before project start up?	Very high	14	12.07%	**3.672**
		high	16	13.79%	
		average	8	6.90%	
		low	34	29.31%	
		Very low	44	37.93%	
		Total	**116**	**100%**	
3	How much was participation of the community on selection and prioritizing CSR activities?	Very high	21	18.10%	**3.388**
		high	18	15.52%	
		average	10	8.62%	
		low	29	25.00%	
		Very low	38	32.76%	
		Total	**116**	**100%**	

As of summary of data collected from questionnaire respondents on the above table 4.4, majority 42 (36.21%) and 31 26.723%) community respondents indicated that, they did not discussed and got brief explanation about the project from either the project firm, client or governmental organization before project launching startup. In contrast, considerably 18 (15.52%) and 16 (13.79%) respondents respectively said that they have got high and very high explanation about the project before startup. But, 9 (7.76%) are indifferent about that.

On investigating community problems and traits, hence most 44 (37.93%) followed by 34 (29.31%) respondents respectively indicated very low and low attention given to ask the community about major problems and traits regarding the project before startup. But also, 16 (13.79%), 14 (12.07%) and 8 (6.9%) respondents have witnessed high, very high and average attention of organizations to get problems and traits from the community. Summarizing the above ideas together, most 38 (32.76%) followed by 29 (25%) respondents respectively believed that organizations involve community to select and prioritize CSR activities on a very low and low level. While 21 (18.1%), 18 (15.52%) and 10 (8.62%) respondents revealed very high, high and average community involvement on selecting and prioritizing CSR practices.

Generally, the 3.56, 3.672 and 3.388 aggregate mean value of questionnaire respondents' reply revealed that organizations have lower level of community involvement habit on identifying, selecting and prioritizing CSR activities. According to the information collected by observation this situation is better in Entoto project implementation site.

4.4.2. Planning and Budget Allocation

Planning is a vital tool of defining arrangement of time, method, budget, quality and quantity standards of activities needed to achieve. Since it uses as a baseline to guide implementing direction and measure achievement level, it is the most valuable task to ensure successful accomplishments. On the other hand, budget is the most scarce resource and implementation tool of planning that used as critical input to meet stretched objectives.

But, even if majority 13 (81.25%) of respondents indicated that their organizations give due attention to plan allocate enough budget to CSR practice. And most 10 (62.5%) respondents believe on implementation of planned CSR activities and allocated budget to report accordingly, observation of recorded documents does not approve this response.

To conclude, the above response shown that organizations have better attention of considering CSR to include it on their plan, cost estimation or budget allocation and reporting tasks. And they also implement all according to the plan. But observation of documents intended to cross check this respondent's answer reviled that, besides including CSR as a part of the plan, cost estimation, budget and report, it failed to give due attention and provide enough information about it. Moreover the budget intended for CSR practice also not allocated or do not spend for purely community benefit focused activities.

4.4.3. CSR Implementation on Selected Project Sites

A) Koye-Feche housing project

As we have discussed on the above chapters in detail, most CSR activities are tangible tasks that need physical existence and immediate delivery of impact. So, CSR practice should have to be implemented on due attention as a part of project and organizational task. But, one of the projects implementing organization named KMC construction PLC had used to allocate 2% of its cost which is taken from governmental organizations budget allocation principle.

Accordingly from the total 2.6 billion birr budget agreed to take contract of implementing Koye-Feche housing project the firm had allocated 52.6 million birr budget to implement below listed CSR practices.

- Opening of road that benefited the newly established villages
- Hiring some members of the community as guard
- Winter season roads watering
- Harvesting time combiner provision
- Allowing getting used materials like fire wood, pain jars.
- Allowing access of infrastructures like water and electricity installation lines.

As we can understand from the above list, except some tasks, most activities listed as CSR practice are project based tasks used to benefit the community simultaneously with the project. This can prove unfair utilization of budget misinforming implementation of CSR. On the list, the first task of opening road is highly connected with resource transportation needed for the project; similarly job opportunity also seems strategic action to protect robbery of native community. On the other hand, allowing access of using west materials, water and electricity lines also are not activities that intended to benefit the community. So, based on the intention and intimacy with CSR principle only one-third 33% of CSR allocated budget or 0.66% of the total project cost or 17.3 million birr had been perfectly spent for CSR practices.

On the other hand according to final report of the company this CSR activity estimated to benefit around 120 families. When we compute this figure with respect to the 637 harshly affected families on that specific site, the CSR program had been included only 18.8% of the community needed to be considered by the CSR program.

B) Entoto park project

Entoto Park is a project implemented on the top of Entoto Maintain at Addis Ababa with in the 50 hectare area. The huge project has four major packages; recreation center, artifact manufacturing, display and training center, nationalities cultural center and international athletics village which costs 4.8 billion ETB. Regarding the raised issue of CSR, the project can be taken as unique on better consideration for community values, environmental conservation and business integration with existing situation using CSR practice. Accordingly, showing increment from initial estimated 15% budget allocated for CSR practice, more than 912 million ETB or 19% of the total project cost has been expended for the following activities performed under CSR practices.

- Awareness creation and capacity building trainings delivered for the community on environmental protection, benefit of the project and using economic opportunities.
- Engagement of communities on permanent and temporary jobs and plant care activities for more than 14000 peoples around the project.
- Special package of providing initial investment cost for community members highly affected by the project to form enterprise group and engage on tea and coffee service.
- Readjusting project designs of utility service provision like water, electricity and optional roads in accordance with community benefit.
- Special support for elders' livelihood, students' academic material and holiday gifts.
- Maintenance of highly damaged houses.

On inclusion of beneficiaries, all the 342 families with their offspring and other community member who expected to affect and being affected by the project had been considered on the CSR practice. Regardless of questionnaire respondent community members living around those projects, summery of their response and the consequent analysis illustrated as follows.

Table 4.5; Respondents Perception towards implementation of CSR (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	**Percent**	
1	How much damages and problems have you faced due to the project?	Very high	45	38.79%	**2.353**
		high	32	27.59%	
		average	6	5.17%	
		low	19	16.38%	
		Very low	14	12.07%	
		Total	**116**	**100%**	
2	Did you compensated fairly for those problems and damages?	Very high	19	16.38%	**3.483**
		high	17	14.66%	
		average	8	6.90%	
		low	33	28.45%	
		Very low	39	33.62%	

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	**Percent**	
		Total	**116**	**100%**	
3	Was there any contribution by the project beyond compensation of damages?	Very high	27	23.28%	**3.164**
		high	22	18.97%	
		average	4	3.45%	
		low	31	26.72%	
		Very low	32	27.59%	
		Total	**116**	**100%**	

According to summery of respondents' perception towards implementation of CSR practice shown on the above table 4.5, most 45 (38.79%) and 32 (27.59%) questionnaire respondents respectively believed that the project had bring very high and high damage to the community. and also considerably 19 (16.38%), 14 (12.07%) and 6 (5.17%) respondents respectively believed that the projects had brought very low, low and average damage on the community. Regarding compensation for any loss resulted from the project, most 39 (33.62%) followed by 33 (28.45%) questionnaire respondents respectively perceived very low and low fairness level of compensation fee given for damage resulted from the project.

On the other hand, except 8 (6.9%) respondents who remained indifferent, considerably 19 (16.38%) and 17 (14.66%) respective respondents believe high and very high fairness of compensation fee. But, regarding provision of additional contribution beyond the compensation fee, even if most 32 (27.59%) and 31 (26.72%) respective respondents believed very low and low additional contribution of firms, considerable number 27 (23.28%) followed by 22 (18.97%) respondents respectively believed very high and high level delivery of additional contribution by the projects with exceptional 4 (3.45%) indifferent respondent. Accordingly, most 48 (41.38%) followed by 33 (28.45%) respondents have strong negative and negative attitude towards the project with exception of 16 (13.79%), 15 (12.93%) and 4 (3.45%) who perceived positive, strong positive and neutral value of the project.

Generally, moreover the 2.35 aggregate mean respondents who indicated higher damage of projects on socio-economic base like agricultural land and permanent plants, the unfair compensation and lesser CSR contribution with respective 3.483 and 3.164 aggregate mean values indicate the reasons behind negative attitude of the community to the projects. And the result can be shown by 3.716 stronger negative attitude indicator aggregate mean value of community response.

4.4.4. Follow-up and Evaluation

Follow-up and evaluation is a vital tool to ensure successful accomplishment of planned activity and achievement of stretched objective. So, CSR practice achievement performances of organizations often determined by system strength and implementation of follow-up and evaluate planned activity and objectives. Strong follow-up and evaluation activity of an organization demands some elements as pre-requisite and tool for better implementation like availability of defined plan, baseline performance, and accomplishment time and milestones.

Accordingly, response of interviewed respondents working on project, government and client organizations had shown that, most 12 (75%) of respondents believe on availability of permanent time based consequent CSR practice follow-up and evaluation on their organization. Based on the result obtained from this CSR activity follow up and evaluation, most 9 (56.25%) interview respondents who believed that implementation of CSR which inclined with formerly settled plan and budget have been contributed a lot for project success through minimizing conflicts with the community and timely site clearance.

But, situational observation conducted to prove documented data indicated that, even if those organizations used to follow-up and evaluate CSR practice, it is conducted as supplementary activity which did not performed with respect to the initial plan.

Generally, the above analysis of response proved availability of effective plan implementation, budget utilization, and follow-up and evaluation trend of CSR on those organizations. But, the data collected through observation investigated limitation of performing those activities on scientific, institutionalized and documented way to use it as input for lesson learning.

4.5. Law enforcement and awareness creation

Proponents of voluntary CSR engagement advocate that there is no need for government to involve in CSR activities as the market offers have enough motivation for firms to get involved in CSR initiatives. So, some negative effects which distort community benefit, environmental impacts and socio-economic integration need to be governed by defined rules and regulations. But, to do so availability of rules and regulations by itself create challenge process of ensuring respective CSR consideration unless supported by awareness creation and law enforcement activities. Accordingly, summery of response and analysis discussed as follows.

Table 4.6; Summery of response on law enforcement (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	Percent	
1	Have you ever requested responsible bodies to engage on CSR practice?	Very high	13	11.21%	**3.612**
		high	19	16.38%	
		average	5	4.31%	
		low	42	36.21%	
		Very low	37	31.90%	
		Total	**116**	**100%**	
2	If CSR practice were low, How much responsible is the government?	Very high	51	43.97%	**2.112**
		high	38	32.76%	
		average	4	3.45%	
		low	9	7.76%	
		Very low	14	12.07%	
		Total	**116**	**100%**	

The above summery of response illustrated on table 4.6 indicated that, understanding CSR as their inevitable right, except 19 (16.38%) and 13 (11.21%) questionnaire respondents who exerted strong and very strong pressure by requesting CSR engagement to project implementer, client and government bodies, most 42 (36.21%) and 37 (31.9%) respondents did it on low and very low level respectively. This is because, most 51 (43.97%) followed by 38 (32.76%) respondents respectively believed government is very highly and highly responsible for the lower CSR practice in projects. But the remaining total 27 (23.28%) respondents believe government bodies have very low, low and average share on weaker CSR practice in projects.

In relation to this governmental responsibility, even if 10 (62.5%) interview respondents working on project firms, client and government organizations believed that the government is charging its responsibility to ensure CSR practice. considerable 6 (37.5%) respondents deny it.

Generally, the above discussion of responses given by questionnaire respondents indicated that, since majority (2.112 aggregate mean) respondents perceived government is the main responsible body to ensure CSR engagement, most (3.612 aggregate mean) of them have very low habit of request and exert pressure on companies to engage on CSR practice. Accordingly, most interview respondents also approved strong implementation of CSR law enforcement by government bodies. But, observation of legally recorded documents indicated that, even if there are some concern notice letters written for project organizations it failed to prove consequent strong warning and penalties taken for considerably unadjusted deviations.

4.6. Impacts of CSR Practice

Hence, impact is the final result of activities all organization need to achieve, the central focus of this study; assessing the practice and challenges of CSR also observed under strict consideration of it. CSR practice has multidimensional impact on the following privately observed areas revolving around projects

A) Impact of CSR on Project management

According to the definition given by projects in controlled environments (Prince2), "Project management is an activity of planning, delegating and controlling all aspects of project and motivating all those involved to achieve stretched objectives within expected performance targets for time, cost, quality, scope, benefits and risk". This definition indicate that identifying, considering and using various tools proved to benefit better facilitation of project management is necessary condition for success of projects.

Accordingly, taking as a vital tool to facilitate improved project management and project accomplishment, response given by, most 9 (56.25%) interview respondents believed that effective implementation of CSR have been contributed a lot for project success through minimizing conflicts within and outside the project firm and facilitating timely site clearance. As of the evaluation made by the project implementing organization approximately 9.5% additional effort and budget wastage have been reduced due to benefits obtained from practicing CSR. Generally, most respondents have positive perception on contribution of CSR practice towards facilitating project management, accomplishment of project on planned time and budget to minimize occurrence possibility of overrun problems.

B) Impact of CSR on community

Following the continuous skyrocketing population size and density in all corners of the world, demand of various goods and services needed for survival is increasing proportionally. On the other hand, input resource and governmental effort needed to ensure availability of coinciding supply is not growing on similar rate with that of population and its demand.

Moreover, increment of projects and technologies in number and intensity also bringing community asset depleting impact on the natural capacity of the world. Accordingly, the community is in need of additional effort and collaborating business environment that can consider mutual coexistence of the whole world. Accordingly, summery of response given by sampled community members regarding impact of CSR have been discussed as follows

Table 4.7; Summary of responses on CSR impact to community (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	**Percent**	
1	How much contribution had those CSR practices for the community?	Very high	49	42.24%	**2.086**
		High	40	34.48%	
		Average	3	2.59%	
		Low	16	13.79%	
		Very low	8	6.90%	
		Total	**116**	**100%**	

According to the above response summery table 4.7; most 49 (42.24%) and 40 (34.48%) questionnaire respondents believe very high and high level of CSR contribution received by the community. But also 16 (13.79%), 8 (6.9%) and 3 (2.59%) respectively believe that they have received low, very low and average level of contribution from CSR. Since, it's obvious that the community will react for weak and strong engagement of CSR.

Generally, accepting the valuable contributions of CSR practice for community development to minimize problems and enhance facilities that did not addressed by the government, weakness and strength of CSR practice engagement have direct relation with rate of gain and loss from the community through affecting rate of collaboration, bargaining power and conflict of interest.

C) Impact of CSR on National development

Now days the situation of continuously widening gap between demand and means of satisfying those demands are becoming a day to day headache governments to achieve national development. Especially, on developing countries ensuring community demand responsive economic capability has been becoming dependent on the will of developing countries. The worst scenario beyond the dependency is exposition of game changing policy trade off as pre requisite to provide gap narrowing support. So, nations and their governmental structure needed CSR as a means creating coordinated effort through collaborating with internal capacities.

According to response given by government organization worker interview respondents, except 2 (12.5%) who remained indifferent, most 9 (56.25%) followed by 5 (33.33%) respondents respectively believed that CSR practice can add value to national development through filling the gap not addressed by government and the community, creating smooth business environment and conducive socio-economic integration.

Generally, the above summery of response and consequent analysis proved that CSR practice play considerably positive role for mutual benefiting smooth business integration of the economy and overall national development as well. Moreover as the central focus of both CSR practice and national development is benefiting community to meet its demand, CSR practice definitely contribute considerable value to national development.

4.7. Community Reaction Towards Differentiated CSR Practice

Regarding its type, goal and implementation area all business activities and projects have different level of benefit and damage for the community. For example in case of this study the urban expansion housing project implemented in Koye-Feche and the recreation site development project implemented in Entoto has its own positive and negative effect on the community. But due to differences on calculation baselines of the community, it is oblivious each community member to have different perception and react differently on projects. Accordingly, community reaction for differentiated CSR engagement discussed as follows

Table 4.8; Summary of responses on community reaction (Self survey 2022)

R.N	Item	Choice	Questionnaire respondents		Aggregate mean
			Frequency	Percent	
1	If there is weak CSR Practice How much will they lost from possible benefits?	Very high	17	14.66%	**3.526**
		High	22	18.97%	
		Average	3	2.59%	
		Low	31	26.72%	
		Very low	43	37.07%	
		Total	**116**	**100%**	
2	If there is strong CSR practice, How much will be gained from the community?	Very high	28	24.14%	**2.595**
		High	45	38.79%	
		Average	8	6.90%	
		Low	16	13.79%	
		Very low	19	16.38%	
		Total	**116**	**100%**	

As shown on the above table 4.8, most 43 (37.07%) followed by 31 (26.72%) community members believe that weak CSR engaging organizations loss very low and low benefits from community. On the contrary, only 22 (18.97%), 17 (14.66%) and 3 (2.59%) respondents believed on a high, very high and average loss organizations with weak CSR engagement respectively. But, unlike the above reaction, most 45 (38.79%) followed by 37 (31.9%) respondents respectively believe that strong CSR engagement can reward high and very high return to organizations. But, the remaining 14 (12.07%), 12 (10.34%) and 8 (6.9%) respondents believed on a very low, low and average return of strong CSR engagement respectively.

Generally as we have seen from the above analysis whatever the project has long run benefit or damage for the society, reaction of the community member mostly affected by short term benefits. Accordingly, even if most (2.302 aggregate mean) of the community members exerts proportional positive reaction towards strong CSR engaging projects and organizations, reaction of most (3.526 aggregate mean) community members for weak CSR engaging projects is negative but lower and non-proportionate. This means the community did not react equally with weakness of CSR engagement. But, as observed by the researcher, grazing cattle on project area and repeated violence reported on Koye-Feche housing project denies lower community reaction towards weak CSR engagement.

4.8. Challenges hindering CSR Practice

Hence structural composition of the natural world is full of binary related contradicting situations, always and everywhere there is negative force or shortage that can hinders implementation of an activity. We call this challenge. Generally, challenge is anything that hinders smooth flow or implementation of an activity or achievement that demands application of special effort or dedication to minimize its adverse effect. Accordingly, challenges needed to be identified, analyzed and reduced to achieve planned objective. Regarding CSR practice, there are multiple challenges that hinder successful accomplishment of activities performed to ensure stretched objective needed to achieve. Accordingly, responses obtained through interview method have been summarized and analyzed as follows.

Table 4.9; Summary of responses on challenges of CSR practice (Self survey 2022)

R.N	Item	Choice	Interview respondents		Aggregate mean
			Frequency	Percent	
1	What extent of challenge the following issues lay on your organizations CSR practice				
A	Lack of time	Very high	6	37.50%	**2.438**
		High	4	25.00%	
		Nothing	1	6.25%	
		Low	3	18.75%	
		Very low	2	12.50%	
		Total	**16**	**100%**	
B	Lack of budget	Very high	7	43.75%	**2.250**
		High	4	25.00%	
		Nothing	1	6.25%	
		Low	2	12.50%	
		Very low	2	12.50%	
		Total	**16**	**100%**	
C	Lack of human resources and, material	Very high	8	50.00%	**2.063**
		High	4	25.00%	

R.N	Item	Choice	Interview respondents		Aggregate mean
			Frequency	**Percent**	
		Nothing	0	0.00%	
		Low	3	18.75%	
		Very low	1	6.25%	
		Total	**16**	**100%**	
D	Lack of coordination from communities	Very high	5	31.25%	**2.688**
		High	4	25.00%	
		Nothing	1	6.25%	
		Low	3	18.75%	
		Very low	3	18.75%	
		Total	**16**	**100%**	
E	Lack of well-articulated business strategy & policies on CSR	Very high	3	18.75%	**3.375**
		High	3	18.75%	
		Nothing	0	0.00%	
		Low	5	31.25%	
		Very low	5	31.25%	
		Total	**16**	**100%**	
F	Lack of collaboration from the community and other stakeholders	Very high	4	25.00%	**3.250**
		High	2	12.50%	
		Nothing	1	6.25%	
		Low	4	25.00%	
		Very low	5	31.25%	
		Total	**16**	**100%**	
G	Lack of top management / governmental support	Very high	3	18.75%	**3.188**
		High	3	18.75%	
		Nothing	2	12.50%	
		Low	4	25.00%	
		Very low	4	25.00%	
		Total	**16**	**100%**	

As the summary of responses portrayed on the above table 4.9, most 6 (37.5%) followed by 4 (25%) interview respondents respectively believe that lack of time have considerable challenge on CSR practice. But 3, 2 and 1 totally 37.5% respondents' believed its low, very low and neutral challenge on CSR practice. On the other hand, except totally 5 (31.25%) respondents who deny to take lack of budget as challenge of CSR, most 7 (43.75%) followed by 4 (25%) respective respondents accepted its very high and high level of challenge on CSR practice. On the other side of lack of human resource and input material, while 3 and 1 who believed its low and very low challenge on CSR practice, most 8 (50%) followed by 4 (25%) respective respondents believed its very high and high challenge on CSR practice. Regarding to lack of coordination from communities, even if most 5 (31.25%) followed by 4 (25%) interview respondents respectively shown their agreement on its very high and high challenge on CSR practice, considerably 6 (37.5%) respondents also denied to accept it as reliable challenge of CSR practice.

Regarding lack of well-articulated business strategy and policies on CSR practice, most 10 (62.5%) respondents share the idea of low and very low challenge imposed on CSR practice. But also considerably 6 (37.5%) respondents share very high and high level of challenge imposed by lack of well-articulated business strategy and policies. Similarly, with this most 5 (31.25%) and 4 (25%) respondents respectively believed that lack of collaboration from the community and other stakeholders have very low and low challenge on CSR practice. But except 1 (6.25%) preferred neutrality, considerably 4 (25%) and 2 (12.5%) respondents accepted it as reliable challenge for CSR practice. With that lack of top management and governmental support, while 6 (37.5%) respondents shared its very high and high level of challenge on CSR practice, most 8 (50%) respondents agreed that lack of top management and governmental support is not a considerable challenge for CSR practice.

Generally, having considerable share on contra side, most interview respondents have ranked lack of human resources and material, budget, time, and coordination from communities as a prominent challenging factors that can affect CSR practice with respective aggregate mean value of 2.063, 2.25, 2.438 and 2.688.

On the contrary, the remaining factors such as lack of top management or government support, collaboration from the community and other stakeholders and well-articulated business strategy and policies on CSR rejected to be taken as significant challenges of CSR by most respondents with respective aggregate mean value of 3.188, 3.25 and 3.375 respectively. In addition to the given challenges, coordination with in a community to select CSR activities and implementation sites also listed as a prominent challenge which can affect CSR practice.

CHAPTER FIVE

5. SUMMERY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter included a brief summary of findings, conclusions derived from findings of the study and recommendations forwarded as a means to resolve problems address limitations and scale up implementation and maximum benefit of CSR practice for project firms, community and national development on the future.

5.1. SUMMERY OF MAJOR FINDINGS

On the above chapter, data collected from different sources have been analyzed, discussed and interpreted using predetermined way. So, on this topic major finding investigated through that analysis, discussion and interpretation has been summarized as follows.

Even if knowledge and perception are the most influential factors that determine focus, commitment, action and success of peoples, questionnaire respondents indicated lower knowledge of the community towards CSR practice and its linkage with private business. Similarly with this, most interview respondents and organizations they are working perceive CSR as humanitarian activity with minimum investment return.

Regarding organizational structure, even there is defined CSR policy & procedure, problems such as lack of authorized body or department, unavailability of defined motives & activity and lack of CSR consideration on planning, cost estimation, reporting system and lack of community involvement shown lower attention of organizations to CSR practice.

As management system is crucial factor of succeeding an activity, lack of scientific assessment and failure to discuss with the community about the overall project, traits and benefits before startup and observed lack of particularity and central focus of CSR on community benefit made the CSR practice and management unfit to succeed needed goal.

As checked by observation CSR implementation on those selected projects had a wide range of differences. In Koye-Feche housing project LKM construction PLC with 2% of total project cost allocated for CSR practice, the firm had performed some CSR activities. But, those mostly project benefit centered activities lack direct intention of addressing needs of the community. Regarding Entoto park project around 33% of total project cost (17.3 million birr) had been allocated for CSR activity. But, here cost incurred for environmental action which is major part of the project is very high.

Since most community members living around project site are farmers, damage of the project is mostly related with loss of farm land. And neither the compensation fee nor the CSR practice is not fair enough to get better opportunity and benefit as they have before. So, this unfairness and imbalance needs action of regulatory body. But, even if there is follow-up, evaluation and law enforcement activities performed by organizations, lack of corrective actions and penalty document verified by observation proved lesser commitment of the organizations to ensure CSR practice.

As vital contribution of CSR to improve project management and business integration, it has positive effect on project success by minimizing interest conflicts and facilitating timely site clearance. Similarly with this, it also has positive contribution on community and national development through filling the gap not addressed, creating conducive business environment and smooth socio-economic integration.

But, whatever the project has long term benefit or damage for the society, reaction of most community member highly influenced by short term benefits implemented in the form of CSR practice. Accordingly, even if most community members exert proportional positive reaction towards strong CSR engaging projects and organizations, hence they did not think it as their right, negatively reaction of the community for weak CSR engaging projects and organizations is non-proportionally lower. This means the community react differently for different level of CSR engagement but not proportional.

Regarding list of challenges, lack of time, budget, human resources and material, coordination from communities and within a community have been taken as major challenge of CSR practice by most respondents working on those selected organizations. While, remaining factors lack of well-defined strategy & policies on CSR, collaboration from community and stakeholders and top management or government support did not accepted as significant challenges of CSR.

5.2. CONCLUSION

The main objective of this study was to examine practice of corporate social responsibility management and identify major problems challenging considerable attention and practice of Corporate Social Responsibility management on projects implemented in Ethiopia. In lining the theoretical framework of project management with reliable CSR dimensions like environmental, community, legal and ethical grounds; data collected from different sources has been analyzed carefully to reach at acceptable result. Accordingly, the following conclusions were made.

As of most developing countries, CSR implementation in Ethiopia is at a lower level because of lower attention and faulty perception of CSR practice. On community side lack of knowledge; regarding project firms' faulty perception of thinking CSR as non-returnable investment, optional humanitarian activity, lesser community involvement on CSR managing, lack of well-defined policy, procedure and organizational structure; on client organizations, negligence to recognize and value CSR consideration on bid documents; and on government side lack of commitment to create awareness, follow-up, evaluate and enforce laws is major problems founded from the study.

Regarding motive factors to engage on CSR practice, since most governments and communities on developing countries are not capable of addressing all their demands, public sectors can be taken as vital gap filling actors. So, firms need of smooth and integrated business environment with less interest conflict to achieve their primary goal of prosperity and project implementers operating in *`always new with the new`* situation, motivated to engage on CSR practice to enhanced project management and accomplishment through improved good will, ensured community ownership, minimized interest conflict and facilitated site clearance.

The many CSR activities defined by different organizations, the following listed are major CSR activities practiced by selected project organizations and their most relatives.

- Infrastructural facility development
- Creating job and economic engagement opportunity
- Machinery provision to serve community activities
- Life skill, entrepreneurial and environmental awareness creation trainings
- Provision of philanthropic (direct grant) supports
- Special benefiting packages of using project outputs

Regardless of CSR benefit to projects and project firms, beyond its role to shape perception of the surrounding community towards the project and the firm positive, CSR benefits project managers to build integrated project executing and working environment internally and externally through minimizing conflict of interest. On other hand CSR practice make projects to be owned and guarded by the community which benefit firms to ensure prolonged service of project output. Regarding project organizations, CSR benefit firms to tackle time and cost overrun problems by creating collaborating community on immediate site clear with logical amount of compensation fee.

Equally with its benefit of CSR practice, there are also enormous challenges affecting better consideration and commitment of organizations to ensure better CSR implementation. Mainly lack of time, budget, human resources and material, coordination from communities, well-articulated business strategy and policies on CSR, collaboration from the community and other stakeholders and top management or governmental support are vital challenges needed to be adjusted for improved performance of CSR implementation.

Communities have natural behavior of reacting differently for differentiated type and intensity of actions taken by somebody. Regarding CSR, projects, project firms and owners with strong CSR practicing habit reward strong positive return from the community that expressed on request of lesser compensation and minimum interest conflict, willingness to clear site on short period, allow free transpass and material accumulation area and keeping the project from cattle or any other damages which make it to sustain it longer. Similarly with this, lower CSR practice also result considerable reaction of challenges from the community like conflict of interest, site clearance delay, theft, intended damage, forced robbery and the like. But, the positive reaction of the community for strong CSR practice is higher than the reaction for contra side.

5.3. RECOMMENDATIONS

Discussions made in all topics of this study proved that CSR has multi directional benefit to success of projects, organizations, community and national development through facilitating effective project management, risk response and smooth economic integration on the business environment. Simultaneously with this, results also proved multiple gaps needed to be filled by responsible parties to ensure earning maximum possible benefit from CSR practice.

Accordingly, the following recommendations that expected to locate better ways of practicing CSR and ensuring maximum benefit from activities have been forwarded as follows.

- Successful accomplishment always needs setting defined system. So, every organization expected to deal with projects and CSR practice needed to setup well designed system, institutionalized structure and defined guideline documents to manage it well.
- Since perception and knowledge has considerable impact on determining collaboration and integration of different parties interacting on business environment, mass activity of creating awareness about the issue should have to be taken valuable to build environment with similar ideology and lesser interest conflict.
- All considerably stakeholder bodies around project implementation environment should have to take responsibilities of ensuring active community involvement and recognition of inclusive cost-benefit analysis to decide CSR action rather than using random taught.
- Project organizations need to measure qualitative benefits like growth rate of acceptability, goodwill and bargaining power in terms of monetary value.
- Client organizations are not only owners of the project; they are also owners of the long term impact. So, they should have to consider sustainability ensuring factors and motivate project organizations that recognize CSR on their bid document.
- Government is the major responsible organ to ensure balanced benefit and development on the economy. So, in order to discharge this responsibility government bodies expected to have institutionalized strong activity of evaluating performance, enforcing due consideration and implementation of CSR.
- List of activates to be performed under CSR program should have to be identified, selected and prioritized on careful assessment of community problems and interest.
- Finally, challenges and risks which might hinder achievement of stretched objectives under CSR program should have to be well studied, ranked and mitigated accordingly.

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APPENDIX I

Questions for Interview Respondents

Dear respondent! This interview is prepared to collect data needed for the study entitled ``*the practice and challenges of corporate social responsibility management in projects In case of Koye Feche housing and Entoto park projects*. Accordingly, you are kindly asked to fill response of below question frankly considering the value of your genuine response to successful completion of the study.

Personal information

- Sex ___Age ____Academic status _______Responsibility ___________________
- Organization ________________________ Role on (selected) projects________________
- What is/was responsibility of your organization on (selected) projects

  Project implementer ☐ Client ☐ Consultant ☐ Regulatory ☐

Major Questions

A) <u>Personal perception</u>

1) Do you think CSR is mandatory or free will on projects implementation? Yes___No___.

   Why ____
2) Do you think CSR is an investment with positive return for business success? Yes__No___.

   How ____
3) Do you think CSR improve success of projects and business integration? Yes__No___.

   How ____

R.N	Item	Choice				
		Very high	High	Nothing	Low	Very low
4)	What effect do you think CSR have on the following issues?					
	Project cost (Budget)					
	Project accomplishment time					
	Ensuring Sustainability					
	Community development					

B) <u>Organizational Attention</u>

5) Does your organization have defined policy & procedure used as a guidebook to implement CSR on your organization? If there is Please show
6) Is there authorized body or department that ensures CSR practice? If there is Please show
7) Does your organization have defined list of motives & activities of CSR? If Please show

8) Does your organization consider CSR on organizational /project plan, cost estimate and reporting? If it does Please show on document
9) Does your organization actively involve the community to refine & prioritize CSR activity?

C) Practice and challenges

10) Does your organization give due attention to plan allocate enough budget to ensure CSR practice? If it does Please show on document
11) Does the entire list of CSR activities and allocated budget implemented on the plan and reported accordingly? If it does Please show on report document
12) How much was total Budget of the Project _________________
13) How much your organization spent for CSR _______________
14) How Much peoples benefited from the CSR activity _______________
15) What benefit obtained from the community __________________ Monetary value ___
16) What CSR activities have been implemented under the project____________________

R.N	Item	Choice				
		Very high	High	Nothing	Low	Very low
17)	What extent of challenge the following issues lay on your organizations CSR practice					
	Lack of time					
	Lack of budget					
	Lack of resources human, money, material					
	Lack of coordination from communities					
	Lack of business strategy & policies on CSR					
	Lack of collaboration from local authorities					
	Lack of top management/government support					

- ❖ If any other, please specify _____________________________________

D) Follow-up, evaluation and impact

18) Does your organization follow-up and evaluate CSR practice on permanent time basis? If it does Please show on document
19) Based on evaluations, does CSR practice contributed project success? How? Please specify regardless of project management, accomplishment time and Budget________
20) Based on evaluations, does CSR practice contributed to national development? How?

Thanks for your willingness

አባሪ 2

በፅሁፍ ምላሽ ለሚሰጡ የማህበረሰብ አባላት የተዘጋጀ መጠይቅ

የተከበሩ ምላሽ ሰጪ!! ይህ መጠይቅ “የማህበረሰብ አቀፍ አመራር ተግባራት ክንውንና ተግዳሮት በእንጦጦ ፓርክ እና ኮዬ ፈጬ ፕሮጀክቶች” በሚል ርዕስ ለሚከናወን ጥናት አስፈላጊ መረጃ ለመሰብሰብ የተዘጋጀው ነው። በመሆኑም እርስዎ የሚሰጡት ምላሽ ጥናቱን በተሳካ ሁኔታ ለማከናወን ስለሚያስችል ከታች ለተሰጡ ጥያቄዎች ተገቢ ምላሽ በመስጠት እንዲተባበሩ በአክብሮት እጠይቃለሁ።

መሰረታዊ መረጃ

- ፆታ _____ዕድሜ_______የት/ት ደረጃ _______የቤተሰብ ብዛት___________
- የቤተሰብ ኃላፊነት______ከፕሮጀክቱ በፊት የቤተሰቡ መተዳደሪያ ______________
- በፕሮጀክቱ ምክንያት የደረሰ ጉዳት ________________________________
- ለጉዳቱ የተሰጠ ካሳ __________ ከካሳ ሌላ ያገኙት ጥቅም______________

አበይት ጥያቄዎች

ተ.ቁ	ጥያቄ	በአማራጭ የተሰጠ ምላሽ				
		በ/ከፍተኛ	ከፍተኛ	መካከለኛ	ዝቅተኛ	በ.ዝቅተኛ
1	ስለ ማህበረሰብ አካታችነት ምን ያህል ያውቃሉ?					
2	ማህበረሰብ አካታችነት ከግል ድርጅቶች ጋር ምን ያህል ትስስር አለው ብለው ያስባሉ?					
3	በአከባቢያችሁ የተከናወነው ፕሮጀክት ከመጀመሩ በፊት ስላጠቀሜታው ገለፃ ተደርጎላችኋል?					
4	ፕሮጀክቱ ከመተግበሩ በፊት በግልና በአከባቢው ስላሉ ችግሮችና ስጋቶች ተጠይቃችኋል?					
5	ፕሮጀክቱ በናንተና ባከባቢያችሁው ምን ያህል ጉዳት አድርሷል?					
6	በፕሮጀክቱ ለደረሰ ጉዳት ተገቢ ካሳ ተሰቷል?	አዎ		አይ		
6.1	ካሳ ከተሰጠ ምን ያህል ተመጣጣኝ ነበር?					
7	ከካሳ በተጨማሪ የናንተንና የማህበረሰቡን ችግሮች የሚቀርፉ ጠቃሚ ተግባራት ተከናውነዋል?					
8	በፕሮጀክቱ የስራ ዕድልና ሌላ አገልግሎት ልዩ ተጠቃሚ ሆናችኋል?					
9	በፕሮጀክቱ የአቅመ ደካሞች ድጋፍና መሰረተ-ልማቶች ማጠናከርያ ስራ ተከናውኖ ያውቃል? እገዛ ተደርጎ ያውቃል?					
10	በጎ ድጋፍ ካልተደረገ፣ ባለመደረጉ ከእናንተ ያጡት ጥቅም አለ?					
11	በጎ ድጋፍ ካልተደረገ እንዲደረግላቹ ጠይቃችሁ ታውቃላችሁ					
12	በጎ ድጋፍ ካልተደረገ ላለመደረጉ የመንግስት ሚና ምን ያህል ነው					
13	በጎ ድጋፍ ካልተደረገ ላለመደረጉ የድርጅቶቹ ሚና ምን ያህል ነው					
14	በጎ ድጋፍ ከተደረገ በምላሹ እናንተ ለፕሮጀክቱ ስኬት ትተባበራላቹ?					
15	ድርጅቶቹ በማህበረሰብ እገዛ ተግባር መረጣና ክንውን ያሳትፏችኋል					
16	በማህበረሰብ ድጋፍ ተግባራት እናንተ ምን ያህል ትተባበራላችሁ?					
17	ፕሮጀክቱ ለአካባቢው ምን ያህል ጠቅሟል ማለት ይቻላል?					
18	በፕሮጀክቱ ከሰጠው ጥቅም አንፃር ጉዳቱ ምን ያህል ነው?					

ስለ ቀና ትብብርዎ አመሰግናለሁ!!

APPENDIX III

Observation Checklist

This observation checklist has been prepared to checkup and approves real situation of replies given by respondents which have been used during interpretation of responses.

No	Questions	Items to be Observed	Status		Remark
			Yes	No	
1	Is there any defined policy, rule or procedure to implement CSR	Policy document			
2	Is there authorized body or department that ensures CSR practice	Organization structure			
3	Is there defined list of motives & activities of CSR practice	Documents with lists			
4	Does organizations consider CSR on organizational /project plan, cost estimate and reporting	Plan, cost & report document			
5	Does organizations ensure/allocate enough budget to practice CSR	Budget allocation doc			
6	Does CSR activities and budget implemented according to the plan	Plan and Report documents			
7	What CSR activities implemented under those projects	CSR Sites			
8	Does organizations follow-up, and evaluate CSR practice	Follow-up and evaluation doc			
9	Does benefit resulted from CSR and damage by projects are balanced	Site			

APPENDIX IV

Cronbach`s alpha coefficient Reliability test table

Variables	Cronbach's alpha	Items
Knowledge and perception	0.824	4
Organizational behavior of private firms	0.913	6
Government organizations attention	0.765	5
challenges of CSR practice	0.691	6
Total/Average	**0.7982**	**21**