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**DEVELOPING A CORPORATE SOCIAL RESPONSIBILITY FRAMEWORK FOR
THE LEBANESE COMMUNITY IN GHANA**

BY:

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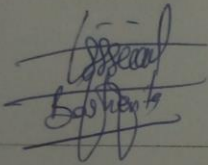
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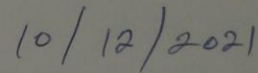
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DECLARATION

I hereby declare that with the exception of referenced work which I have duly acknowledged, I have personally undertaken this study herein under supervision. This dissertation is the result of my own research and that no part of it has been presented for another award in this institution or elsewhere.



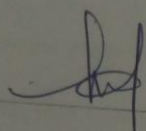
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SUPERVISOR'S DECLARATION

I hereby declare that I supervised this dissertation in accordance with the guidelines on the supervision of research works as laid down by the Ghana Institute of Journalism.



Albert Anani-Bossman (PhD)

10/12/2021

Date

DEDICATION

This work is dedicated to the Lebanese ambassador to Ghana, H. E Meher Kheir and the entire Lebanese Community Council for financing my Master's Degree in Public Relations. I am very grateful for this opportunity that the Lebanese Community gave me.

I dedicate this study to my late mother Rejoice Atsu. It is sad that you passed on too early. Regardless, your lessons and guidance while you were alive have kept me going. I know that you and daddy are having rest in the bosom of the Lord. May you continue to rest in peace.

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TABLE OF CONTENTS

SUPERVISOR’S DECLARATION	Error! Bookmark not defined.
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	viii
INTRODUCTION	1
1.1 Background.....	1
1.2 Statement of Problem.....	5
1.3 Research Objectives.....	6
1.4 Research Questions	7
1.5 Significance of the Study	7
1.6 Scope of the Study	7
1.7 Chapter Organization	8
1.8 Summary	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Framework.....	9
2.2.1 Carroll’s pyramid of CSR	10
2.2.1.1 Economic responsibilities	10
2.2.1.2 Legal Responsibilities.....	11
2.2.1.3 Ethical Responsibilities.....	11
2.2.1.4 Philanthropic responsibilities.....	11
2.2.2 Intersecting Circle (IC) CSR model.....	12
2.3 Overview of Corporate Social Responsibility	13
2.4 Dimensions of CSR.....	15
2.5 Relevance of Corporate Social Responsibility.....	17
2.6 The Application of CSR.....	20
2.7.1 Diplomatic Missions and their use of CSR.....	23
2.8 The Lebanese Embassy and Corporate Social Responsibility	25
2.9 Summary	26
CHAPTER THREE	27
METHODOLOGY	27

3.1 Introduction.....	27
3.1 Research Purpose.....	27
3.2 Research Approach.....	28
3.3 Research design.....	28
3.4 Target Population.....	29
3.5 Sampling and Sampling Procedure.....	29
3.5 Data Collection Method.....	30
3.6 Mode and Instrument of Analysis.....	31
3.11 Thematic Analysis (TA).....	32
3.7 Validity.....	33
3.8 Ethical Consideration.....	33
CHAPTER FOUR.....	34
FINDINGS AND DISCUSSIONS.....	34
4.1 Introduction.....	34
4.2 Findings.....	34
4.2.1 Lebanese Scholarship as Corporate Social Responsibility.....	35
4.2.2 Spontaneous Selection Based on Need.....	37
4.2.3 The need for a CSR Framework.....	39
4.4 Discussion of Findings.....	39
CHAPTER FIVE.....	43
FRAMEWORK, CONCLUSIONS AND RECOMMENDATIONS.....	43
5.1 Introduction.....	43
5.2 The Culture of Change: A Corporate Social Responsibility Framework for the Lebanese Embassy in Ghana.....	43
5.2.1 The Reorientation Stage.....	44
5.2.2 The Planning Stage.....	45
5.2.3 The Action Stage.....	46
5.2.4 The Institutionalization Stage.....	46
5.3 Conclusion.....	47
5.4 Limitations of the Study.....	48
5.5 Suggestions for Future Studies.....	48
5.6 Recommendation(s).....	49
REFERENCES.....	50

ABSTRACT

The Lebanese Community in Ghana has, since 2013, been giving financial support to some selected students who are brilliant but financially handicapped every year. This assistance has seen close to 100 students complete either their first degree or second degree successfully. The Lebanese scholarship is one that can be classified in both theory and practice as a philanthropic activity hence, a Corporate Social Responsibility program. This study aimed at exploring the concept and practice of Corporate Social Responsibility by the Lebanese Community in Ghana and developing a Corporate Social Responsibility framework for the Lebanese Embassy in Ghana. The study employed the qualitative approach. With the use of in-depth interviews, data was collected from two officials at the Lebanese Embassy in Ghana. With the use of thematic analysis, findings were analyzed in themes and further discussed with reference to theories and scholarly literature. Evidence from literature and the analysis of the qualitative data collected showed that the scholarship program which is regarded as corporate social responsibility is not underpinned by any Corporate Social Responsibility Framework nor model. The results further indicated that the the embassy engage in Corporate Social Responsibility based on an existing framework. Based on the findings, the Culture of Change framework which is a four-staged framework with nine steps was developed for use by the Lebanese Embassy in Ghana for the development and implementation of Corporate Social Responsibility Strategies.

CHAPTER ONE

INTRODUCTION

1.1 Background

The concept of Corporate Social Responsibility (CSR) is always being redefined to serve changing needs and times. While the fundamentals of CSR remain the same everywhere, different emphases are found in different parts of the world because CSR issues vary in nature and importance from industry to industry and from location to location. However, whichever way one looks at it, CSR is about the relationship of corporations with society as a whole, and the need for corporations to align their values with societal expectations in order to avoid conflicts and reap tangible benefits (Atuguba, 2006). The practice finds itself even in organization that are not solely profit oriented. Scholars have over the years developed a number of CSR Models. However, individual organizations find the need to develop company or organization centered CSR framework that guides corporate social responsibility activities of the firm. Developing a CSR framework for the Lebanese Embassy in Ghana is hence the focus of this study.

Corporate engagement with society, also termed corporate social responsibility (CSR), has become a commonly used term in contemporary society and refers to one process by which an organization expresses and develops its 'corporate culture' and social consciousness (Rupp et al, 2006 and Calderon, 2011). CSR has received lots of attention from various researchers worldwide (Ismail 2011), it has attracted a great deal of attention over the past decade (Zu & Song 2008). According to some researchers, CSR has gathered great momentum over the past number of years and is now regarded to be at its most prevalent (Sweeney, 2007). Therefore, business leaders, government

officials, and academics are focusing more and more attention on the concept of “corporate social responsibility” (Reinhardt et al 2008).

Almost all corporate websites, policies or reports talk about their endeavors for CSR, which has become a way of ensuring that the organization is fulfilling all the obligations towards society and thus is eligible for the license to operate. It assures that the organization can grow on sustainable basis (Sharma et al. 2009). There are also societal pressures with respect to social issues such as human rights and the environment on corporations. In view of this, CSR is widely regarded as the response of corporations to this pressure (Miller & Guthrie 2007). According to Bénabou and Tirole (2009), responding to such pressure, business leaders, governments and academics are now also emphasizing the notion of CSR. In CSR, the central issue is the appropriate role of business that overlaps, almost completely, with its reference area (Reinhardt et al, 2008; BORZA, 2011). Now, business organizations have waked up to the need for being committed towards CSR (Sharma et al. 2009) because the role of businesses in society is no longer focused on creating wealth alone but also on acting responsibly towards stakeholders (Abd Rahim, et al, 2011).

Everyone agrees that firms should obey the law. But beyond full compliance with environmental regulations do firms have additional moral or social responsibilities to voluntarily commit resources to environmental protection (Reinhardt et al 2008). To be specific, why do companies do CSR (Ismail, 2011)? For this, it is answered that CSR is situations where the firm goes beyond compliance and engages in “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (McWilliams et al 2006) and it is also due to various reasons such as to attract new investors, part of branding strategy, an obligation from the government and the lists go on (Ismail, 2011). However, CSR does not mean just taking part in charitable activities and events; it means holding the responsibility to develop the society by

envisioning future plans for socio-economic justice and be conscious about their responsibility for the welfare of society around them.

Therefore, according to Zu & Song (2008), a large number of companies appear increasingly engaged in a serious effort to define and integrate CSR into all aspects of their businesses. Corporate executives have also encountered demands from multiple stakeholder groups to devote resources to CSR. This may be partially due to the pressure generated by a union of ethics-oriented campaigners including NGOs, anti-capitalism activists, labor unions, and news media; and partially due to the demand for doing so by their customers, employees, suppliers, communities, governments, and even stockholders.

Ismail (2011) stated that CSR is supported by the case whereby the government alone definitely cannot afford to have a sole responsibility in improving the lives of their people as it exceeds their capabilities. If the government is unable to fulfill the increasing demand of their people thus this is where the corporations should support the government. However, those who opposed this statement saw the situation as unfair to the business corporations, such as Friedman's (1970) famous statement that 'the only responsibility of a business is to maximize shareholders' wealth'. But according to Krishnan & Balachandran (n.d.), companies are beginning to realize the fact that in order to gain strategic initiative and to ensure continued existence, business practices may have to be molded from the normal practice of solely focusing on profits to factor in public goodwill and responsible business etiquettes. An examination of some of the factors, which have led to the development of the concept of CSR, would be ideal starting ground for the conceptual development of suitable corporate business practices for emerging markets.

Krishnan & Balachandran (n.d.) also expressed that in the last twenty years, there has been a sea change in the nature of the triangular relationship between companies, the state and the society.

No longer can firms continue to act as independent entities regardless of the interest of the general public. The evolution of the relationship between companies and society has been one of slow transformation from a philanthropic coexistence to one where the mutual interest of all the stakeholders is gaining paramount importance. Bénabou & Tirole (2009) asserted that CSR is somewhat of a “catch-all” phrase for an array of different concepts. An analysis of CSR must, therefore, clarify its exact meaning, and in particular the presumed impact of CSR on the cost of capital.

Atuguba (2006) asserts that in Ghana, several developments have placed a new emphasis on the need for good corporate governance and CSR. Globalization; the liberalization of the economy; a government commitment to a Golden Age of Business; the creation Ministry for Private Sector Development (MPSD) to spearhead the realization of a competitive and vibrant private sector; a promising and emerging capital market with remarkable performance, significant momentum and a determined will for improvement; have all led to a palpable growth of the private sector in the country. Corporations generally have a conducive atmosphere to be born and to thrive in Ghana.

A liberal Constitution and public investments in the capital and stock markets have ensured that corporations have to disclose relevant information and be more transparent in their dealings with stakeholders and communities. However, several challenges continue to exist in connection with Ghana’s corporate governance and CSR policy and legal framework (Atuguba, 2006).

Awareness of corporate governance in general and CSR in particular, is low. Enforcement and compliance with what policies and laws exist is also below par. The Companies Code (1963) provides the main corporate governance framework for registered companies. Though robust and very detailed, it is out of touch with current corporate governance developments and is in need of updating. The institutions that are active in the promotion of good corporate governance and CSR

are weak in finance, human and institutional terms. Organizations that contribute to the CSR agenda in Ghana include the Commission on Human Rights and Administrative Justice (CHRAJ), Ghana Anti-Corruption Coalition, Transparency International, the media and a number of NGOs that deal with social and environmental issues. CSR reporting is, however, not a requirement for listed companies. Generally, issues of CSR appear not to be well understood. Most corporations are not actively engaged in the communities and CSR is widely regarded as a philanthropic “add-on”.

However, in the light of all these challenges, the Lebanese Embassy in Ghana undertakes initiatives that fall within the remit of corporate social responsibility. The Lebanese embassy is one of 96 foreign representations in Ghana and one of 89 foreign representations in Accra. The Lebanese embassy in Accra is one of 149 Lebanese diplomatic and consular representations abroad.

The embassy awards scholarships to students in tertiary students such as the University of Ghana, the Ghana Institute of Journalism among others. The Lebanese community in Ghana has also made several donations and given awards to some schools and students. All these activities reflect the philanthropic nature of the embassy and its commitment to contributing to the development of the Ghanaian society. Unfortunately, there seems to be no corporate social responsibility framework that inform the philanthropic activities of the embassy. The initiatives are to an extent done based on precedence hence whenever a new ambassador is appointed, he or she tends to just follow suit.

1.2 Statement of Problem

Corporate social responsibility, since its emergence as a business idea in the 1960s, is understood as a business practice of being responsive to societal needs. CSR makes it imperative upon a

business organization to move away from its fixation on profit towards societal welfare. In 1979, Carroll proposed a four-part definition of CSR that was embedded in a conceptual model of CSR. In this model, Carroll (1979) differentiated between four types of corporate social responsibilities: economic, legal, ethical, and discretionary. He also presented the argument that firms wishing to effectively engage in CSP needed to have (a) a basic definition of CSR; (b) an understanding of the issues for which a social responsibility existed; and (c) a specification of the philosophy of responsiveness to the issues. The practice of CSR requires research aimed at contextualising the practice (Adams, 2002). Although the Companies Code (1963) provides the main corporate governance framework for registered companies, a lot of institutions in Ghana seem to engage in CRS activities but for the large number of them, there is very little or no theoretical framework informed through research. Additionally, no literature seems to have explored the contributive roles of foreign embassies to the development of their host countries in the area of Corporate Social Responsibilities. This leaves a gap in available literature and hence, paving the way for the study of how foreign embassies engage in CSR in their host nations and explore the reasons behind such activities. The Lebanese Embassy in Ghana is no different. To add to it, the Embassy of Lebanon in Ghana is not a profit making entity like other businesses. In that regard, how then can the embassy fall within Carol's model in view of the various type of corporate social responsibility? This study therefore sets out to identify the CRS activities that are undertaken by the Lebanese Embassy in Ghana and develop a framework for its practice.

1.3 Research Objectives

1. To identify the corporate social responsibility activities that are undertaken by the Lebanese Embassy in Ghana

2. To examine the framework with which the Lebanese Embassy in Ghana selected its CSR activities
3. To analyse the CSR Model that underpin the Lebanese Embassy's choice of CSR activities

1.4 Research Questions

1. What are CSR activities undertaken by the Lebanese Embassy in Ghana?
2. How did the Lebanese Embassy in Ghana Arrive at selecting its CSR activities?
3. What CSR Model informs the choice of CSR activities?

1.5 Significance of the Study

There are bits and pieces of news reports on the Lebanese Community in Ghana. However, there seems to be no scholarly work on their contributions to the country's development in terms of Corporate Social Responsibility. Additionally, there seems to be no available framework for the Embassy's Corporate Social Responsibility practice. This study will therefore add to the Public Relations practice in the country in the light of a foreign embassy in the country.

1.6 Scope of the Study

While the Lebanese Embassy in Ghana has initiated numerous corporate social responsibility activities that have benefited a lot of persons as well as institutions, there is no framework. The scope of the study is limited to interviewing 2 persons from the Lebanese embassy (one of whom is the Lebanese Ambassador to Ghana) who reside in the Greater Accra Region to assess the corporate social responsibility activities of the embassy. The data collection shall be limited to only personnel who work at the embassy.

The research shall be centered on the CSR activities of the Embassy of Lebanon in Ghana and not other Lebanese companies in the country. The work will not also make a comparison between the embassy and other companies or organizations. Additionally, the assessment shall be done in light of the selected CSR theories that underpin the research.

1.7 Chapter Organization

This study is structured into five chapters. Chapter one deals with introduction, statement of problem, research questions and objectives, scope of the study, significance of the study and chapterization of the study. Chapter two deals with introduction, theoretical foundation, review of related and relevance literature, assumptions, conceptual definitions of terms, operational definitions of concepts, importance of the study and conclusion. Chapter Three provides the Methodology, methods, research design, population, sampling technique and sample frame and size, sources of data collection and data collection and data collection instruments, techniques of data analysis limitations and de-limitations. Chapter Four provides the analysis and discussions of key findings, while Chapter Five summarizes the key findings, draws conclusions and makes some recommendations.

1.8 Summary

Following the unavailability of a framework underpinning the practice of CSR by the Lebanese Embassy in Ghana, this chapter presents the three objectives that drive the research. The chapter also presents the scope, significance and organization of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The degree of CSR and environmental concern among business communities has increased in recent years (Chapple and Moon 2005; Lindgreen et al. 2009). The main theoretical contributions pertaining to CSR have been developed in Europe and USA and the cultural background of countries is reflected in the studies. However, CSR studies are still in their infancy (Matten et al. 2003; Cochran 2007). This chapter presents the theoretical framework underpinning this study, which is made up of Carroll's pyramid of CSR and the Intersecting Circle (IC) CSR model. The chapter also presents a review of research works related to the subject under study. These studies include analysis of the practice of CSR in organizations. Finally, the chapter includes definitions and discussions of concepts that help broaden the scope of knowledge on the topic.

2.2 Theoretical Framework

It is worth noting that several researchers have laid the foundation for the practice of corporate social responsibility. It is in the lens of some of the theories propounded by these scholars that corporate social responsibility are undertaken and measured in organizations and corporate firms. Some of these theories have also formed the basis of the development of corporate social responsibility for these organizations. In this study, two CSR models would be employed in the development of a corporate social responsibility framework for the Lebanese Embassy in Ghana. These are:

1. Carroll's pyramid of CSR

2. Intersecting Circle (IC) CSR model

2.2.1 Carroll's pyramid of CSR

Carroll's four-part definition of CSR was originally stated as follows: "Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time" (Carroll 1979, 1991). This set of four responsibilities creates a foundation or infrastructure that helps to delineate in some detail and to frame or characterize the nature of businesses' responsibilities to the society of which it is a part. Carroll's four-part conceptualization has been the most durable and widely cited in the literature (Crane & Matten, 2004) despite the presence of numerous definitions/models and CSR synonyms.

2.2.1.1 Economic responsibilities

According to Archie B. Carroll (2016) as a fundamental condition or requirement of existence, businesses have an economic responsibility to the society that permitted them to be created and sustained. At first, it may seem unusual to think about an economic expectation as a social responsibility, but this is what it is because society expects, indeed requires, business organizations to be able to sustain themselves and the only way this is possible is by being profitable and able to incentivize owners or shareholders to invest and have enough resources to continue in operation. In its origins, society views business organizations as institutions that will produce and sell the goods and services it needs and desires. As an inducement, society allows businesses to take profits. Businesses create profits when they add value, and in doing this they benefit all the stakeholders of the business.

2.2.1.2 Legal Responsibilities

Society has not only sanctioned businesses as economic entities, but it has also established the minimal ground rules under which businesses are expected to operate and function. These ground rules include laws and regulations and in effect reflect society's view of "codified ethics" in that they articulate fundamental notions of fair business practices as established by lawmakers at federal, state and local levels. Businesses are expected and required to comply with these laws and regulations as a condition of operating (Archie, 2016).

2.2.1.3 Ethical Responsibilities

In a review in 2016, Carroll explained that the normative expectations of most societies hold that laws are essential but not sufficient. In addition to what is required by laws and regulations, society expects businesses to operate and conduct their affairs in an ethical fashion. Taking on ethical responsibilities implies that organizations will embrace those activities, norms, standards and practices that even though they are not codified into law, are expected nonetheless. Part of the ethical expectation is that businesses will be responsive to the "spirit" of the law, not just the letter of the law.

2.2.1.4 Philanthropic responsibilities

Carroll further opines that Corporate philanthropy includes all forms of business giving. Corporate philanthropy embraces business's voluntary or discretionary activities. Philanthropy or business giving may not be a responsibility in a literal sense, but it is normally expected by businesses today and is a part of the everyday expectations of the public. Certainly, the quantity and nature of these activities are voluntary or discretionary. They are guided by business's desire to participate in

social activities that are not mandated, not required by law, and not generally expected of business in an ethical sense.

The fourth responsibility according to Carroll is the center of this study. The study falls within the remit of this model hence its relevance in advancing this work. Assessment of the corporate social responsibility of the Lebanese Embassy in Ghana will therefore be made through the lens of this model.

2.2.2 Intersecting Circle (IC) CSR model

The Intersecting circles model is very different from the Pyramidal one and the two main differences are that it recognizes the possibility of intersection between the CSR domains and it eliminates the hierarchical structure. Since the interconnection between the different domains of CSR is one of its integral characteristics and is of great importance Carroll, together with Schwartz, revised the original model and proposed an alternative approach. The IC model holds that “the different responsibilities are in dynamic interplay with each other, and it is the overall corporate responsibility to advance harmony and resolve conflicts between them.” This model claims that the economic responsibility is not necessarily the most fundamental, but all responsibilities a company has to the community are equally important (UKEssays, 2018).

Since this model categorizes the nature of organizations and posits that regardless of the form they take, they owe society some form of responsibility, it is a perfect spectacle through which the Lebanese community can be assessed in the area of corporate social responsibility. This accounts for the use of this model as a theoretical framework for this study.

2.3 Overview of Corporate Social Responsibility

There are several proposed definitions of corporate social responsibility available, but often they are unclear or vague. For example, Marrewijk (2003) defines CSR as “company activities, voluntary by definition, demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders”, which is similar to the definition made by McWilliams, Siegel & Wright (2006) explaining CSR as “actions that appear to further some social good, beyond the interests of the firm and that what is required by law”. Pava & Krausz (1996) on the other hand write that as there is so much uncertainty surrounding the definitions of CSR, it is tempting to suggest that there is no such thing as CSR and that there is no difference between socially responsible and non-socially-responsible firms. Bowie (2008) also defines the concept as a self-regulating business model used by the organization as a part of social accountability for the welfare of the society and development of social welfare. From, business point of view, Corporate Social Responsibility increases the product’s brand value of the organization.

Anyhow, there is a growing interest in CSR, and especially for the strategic role of CSR for companies (McWilliams et al., 2006). As companies are growing and becoming multinational, the external pressure from stakeholders will most likely continue to increase. Opinions on whether companies should engage in CSR have however varied in the past. For example, Friedman (1970) argues that CSR is a result of possible agency problems within the firm, a misuse of resources that instead could be spent on value-creating activities, while Freeman (1984) rather argues that the firm must satisfy several stakeholders, as they can influence the firm’s performance and outcomes, and hence supports companies’ CSR activities. Pelozo & Shang (2011) use three different categories for distinguishing CSR activities, namely philanthropy, business practices, and product-

related. They argue that generalization of CSR activities is not easy as there is a wide variety of CSR activities included in different measures.

Existing literature focuses on different definitions of CSR. According to Boeger et al. (2008), there is no internationally accepted single definition of CSR. Though there are some kinds of interaction between these definitions of CSR. Elaborating more on this topic showed that some of the definitions of CSR encompass the financial performance, others pay more attention to the environmental performances, and finally there are some which encompasses the social performances. The social performance provides information about company's interaction with, and associated impacts on, its social environment. Next, the environmental performance focuses more on the communication of environmental performance by an organization to its stakeholders. These three performances are often used in CSR theories, defined as the Triple P bottom line. Elkington (1994) argued that an organization has three main responsibilities: people, planet and profit. An organization is responsible for its employees, environment and economic stability. The triple bottom line provides information about the economic, environmental, and social performance of an organization. According to Moir (2001), explained that CSR consist in the following six parts: community, environment, marketplace, workplace, ethics and human rights.

CSR in the marketplace is mostly concentrating with suppliers and customers. Baker (2003) described workplace as the kind of issues that a company should engage in. It includes all the parts of the human resource department. Newell (2005) mentioned that communities can be seen as an important segment of the CSR strategy, especially if communities are not developed. CSR in environment can be accomplished by reducing the ecological footprint. The ethical part consists of norms and values. Discrimination, trade union rights, and child labor have to do with human rights (Moir, 2001).

2.4 Dimensions of CSR

Literatures indicate that an early CSR models emphasized economic objective. Carroll (1979) developed a well-known ‘Three Dimensional Conceptual Model of Corporate Performance’, which investigated the different domains of CSR (namely, environment, social, legal, and economic), which overlap with each other (Carroll, 1979). Carroll’s CSR model has been the most robust and extensively cited in the literature (Crane and Matten, 2004), despite the existence of plentiful definitions/models and CSR substitutes.

However, there have been criticisms on Carroll’s model. Some indicated that; the model is an order of dependence (Carroll, 1991) in contrast, it was merely perceived to make the point that the focus is more on economic and ethical obligations (Ahamad and Al, 2014) without considering the environment protection as the most important objective; the model overlooks the latest development that incorporates the social, economic and environmental aspects of a business’s corporate responsibility (Elkington, 1994); the model has inadequate contributory because it is not in sync with the increasing trend that companies are likely to engage in ‘sustainability’ or ‘the triple-bottom-line’ approach to describing their recent CSR activities (Visser, 2006); and the model’s validity in explaining CSR outside the USA is suspect because it was developed in a Western context; this attempt (CSR model in USA context) have been widely argued for problems relating to different cultures and sub-cultures, conceptual clearness and potential conflict, and for lacking to provide sufficient ethical assistance to the businesses and may also allocate distinctive comparative meaning (Woermann, 2013). Despite perceived as being a valid CSR model, Carroll’s model still receives criticisms.

Marsden and Andriof's (1998) Ripple Effect Model expands on the concept of Triple Bottom Line by adding ethical and human resource practices to the three goals of economic, social and environmental health (Elkington, 1997). However, many of these areas are not separated by strict boundaries. 'Environmental' concerns can be addressed through internal measures such as energy and waste policies and external concerns such as product lifecycle, emissions and overall sustainable development. Again, the model does not explore in detail 'what to do' and 'how to understand' the process of green technology towards environment preservation. While ethical investigation was once considered 'quaint', it now demands more attention and respect as it captures a larger share of the market and often offers enviable returns (Kennedy, 2001).

Furthermore, Aras and Crowther (2009) also opined that to achieve sustainable development it is necessary to achieve sustainability and this can be achieved by four actions: maintaining economic activity as this is the *raison d'être* of the company (Friedman 1970); conserving the environment as this is essential for the maintenance of future generations; ensuring social justice which includes elimination of poverty and ensuring of human rights; and developing spiritual and cultural values, where the corporate and societal values are aligned with in the individual through their Model of Sustainable Development. However, the 'Model of Sustainable Development' also brings a broad view of CSR practices without pointing out specifically 'what to be done' to ensure the environmental protection and sustainability.

More so, Bilgin (2009) formulated institutional virtues according to sustainable development (SD) criteria to come up with a paradigmatic set of corporate principles. His model aims to answer how a corporation might obtain competitive advantage by combining "going ethical" with "going green." The PEARL model may be implemented as a proactive positioning to gain competitive advantage because transformation of this model into corporate strategy does not only respond to

“stakeholder” claims, but also meets the changing characteristic of “societal demands”. His findings challenged the conventional belief that social and environmental responsibilities mostly create costs and do not contribute to the corporations’ benefit at desirable levels. PEARL responds to shareholder concerns, public demands, and academic standards by offering a framework for concerned activities including environment, locality, social responsibility, governance, cultural freedom, and perception friendliness.

Additionally, Agyekum-Mensah et. al. (2012) proposed a 4Es (project management model) and 4 Poles (poles or factors of sustainability) model as a holistic approach to achieving sustainable construction. In addition, they proposed an extension to the definition of sustainable construction or development, as the existing definitions seem to be vague. The proposed model is new within project management and the environment. It also promotes technology as a core factor in achieving sustainable development.

Empirical evidence hence indicates that a wide range of research in CSR model has been conducted, and the focus has evolved beyond the consideration of financial aspects. In sum, even though most of the models propose a broader perspective of CSR elements, they do so without solely focusing on how to respond to the current issue (i.e. environmental protection), which is the problem faced by many companies nowadays.

2.5 Relevance of Corporate Social Responsibility

When it comes to the motives of CSR, there is a wide uncertainty about why companies engage in these types of activities, which is a result of the problem of asymmetric information (McWilliams et al., 2006). The lack of this information makes it difficult to understand the true motives for engaging in CSR (ibid). However, there are plenty of theories underlying companies’ motivations

for engaging or not engaging in CSR activities, which are presented below. Sprinkle & Maines (2010) suggest an explanation to be that it is simply just the ‘right thing to do’ and that it is a part of being a good global citizen. Another suggestion is that companies use CSR for so-called “window dressing” in order to get an appearance that stakeholders support and appreciate. In that way, firms engage in CSR activities mainly because they feel that it is a requirement to avoid negative publicity (Sprinkle & Maines, 2010). In fact, the power of stakeholders, such as employees and customers, may play an important part in companies’ choice of engaging in CSR activities (Dechant & Altman, 1994). Stakeholders are often concerned with environmental performance and expect companies to take responsibility, which makes them take action against companies perceived as environmentally irresponsible. In addition, employees’ willingness to work for a firm is dependent on how well the firm’s environmental performance fits their values profile, which further strengthens companies’ willingness to engage in CSR.

The value of CSR can be found in several strategic areas. In most industries, CSR characteristics can be incorporated into products, and is hence a strategic choice to consider when differentiating vertically. Most customers know that a hybrid version of a car is “better” than the original version, and some might be willing to pay a price premium, given that this “CSR-characteristic” is valuable to them (McWilliams et al., 2006). Moreover, the differentiation itself can add reputational value to the firm by meeting stakeholder demands (ibid). Bhattacharya & Sen (2004) do however point out that customers not necessarily are rational and can express a certain demand for a company engaging in CSR, without changing their purchasing behavior.

The concept of corporate social responsibility is important because there is a widespread acceptance that businesses do have a moral dimension and should contribute to the welfare of society in the same way that other parts of society like government, charities and individuals are

expected to, (Bernstein 2000). Furthermore, it is recognized that companies represent a vitally important sector not only because of their size and wealth but also because they possess a great deal of expertise with the capability and experience to tackle important issues, Davis (1973).

(Murphy, 2018) states that Corporate Social Responsibility is important for business regarding its product branding, increasing public relations, increasing sales, building branding image and also increasing the goodwill of the firm. To improve the branding image of the firm CSR is most applicable. By anticipating a positive branding image, an organization can become famous or familiar for being benefitted financially as well socially. To connect with customers CSR is most effective. It is most important to build relations or connection with the customer as it is much required for the business to increase the loyal customer. A loyal customer who knows about the regular contribution of the firm's CSR program, then he or she is initiated to buy the product of that firm every time as they think that they are also contributing to the society by buying the product of the firm. It is only possible when the public relation between the business and society is increased and it is done by the practice of CSR program. To retain the loyal customer is most effective by CSR program.

CSR program engages representatives to use the corporate resources available for the betterment of the society. To help business in the competitive market because the competition of the business in this global world is increasing day by day. So, it is very important to represent the product or services of the business in a unique way. In that case, the CSR program is a great evaluation to divert the customer from other products as when people will come to know that this firm is engaged with a continuous social contribution by the means of CSR program. It is true that organizations are associated with the social issues to resolve, they may get extra benefit from the people of the

society because it is the form of creating relationships with clients and their neighborhoods improve the brand's image (Collier, 2018).

Schroder (2014) literature overview focused on the latest results of academic research on the performance of SRIs and the links between corporate social responsibility (CSR) and financing costs of companies. It complements the existing surveys by considering not only stocks (which are in the focus of research so far) but also the effects of CSR on bonds, loans, and default risk. Investments in "green" real estate are covered as well. The analyses on stocks also cover portfolios of so-called "sin" stocks, that is, the "opponents" of SRIs, which give insights into the empirical effects of changes in the investment behavior and relative stock valuation. The combined results on the different asset classes and financing instruments lead to a comprehensive up-to-date picture on the relationships between CSR activities of companies and their financing costs. It is shown that the costs for equity and for debt capital are linked to CSR ratings with the consequence that companies with "good" CSR ratings exhibit on average lower financing costs. Thus, an (un)ethical behavior of companies as defined by CSR ratings seems to be significantly related to the costs companies are facing.

2.6 The Application of CSR

According to Graafland, Eijffinger, Stoffele, Smid and Coldeweyjer (2004), CSR relates to a set of highly diverse behavioral aspects within a company. Based on previous research, Graafland et al. (2004) have distinguished more than 60 concrete aspects of CSR. It is even possible to refine these aspects even further in order to observe even more aspects of CSR. Bearing in mind, the high diversity of CSR makes it difficult to give an exact definition. Graafland et al. (2004) stressed the importance of determining how organizations apply CSR in their business by determining how

such organizations choose to define what CSR is. They therefore give the following three examples originally established by the “Social Economic Council” the “World Business Council for Sustainable Development” to illustrate this:

Example 1: A firm takes on a visible role in the society which goes beyond the core business and beyond what the law requires and which leads to added value for the company and society.

This definition was established in order to advise companies about CSR. However, Graafland et al. (2004) argued that this definition is too narrow for two main reasons. Firstly, CSR often relates closely to the core business of a company. For example, an oil company invests in alternative and less polluting petrol brand which contributes to the welfare of the society as a whole. Secondly, criticism speaks out that CSR does not only concern aspects that go beyond the law. It should also refer to how serious a company applies the law. For instance, when preventing fraud and guaranteeing safety, does a company really act in accordance with the intention of the law and not apply minimum interpretation?

Example 2: CSR incorporate two elements.

- 1) Sufficient focus by the enterprise on its contribution to public prosperity in the longer run
- 2) The relationship with its stakeholders and society at large.

This definition was established in response to the criticism of the former definition. The first paragraph points out that a company can be viewed as a value creating entity. In this case, value creation does not only relate to economic value. Moreover, it refers to value creation in three dimensions; this is called “Triple P bottom line” and it is divided into: Profit, People and Planet.

- Profit, is the economic dimension. This dimension refers to the creation of value through the production of goods and services and through the creation of employment and sources of income.
- People in here stand for the social dimension. This has a variety of aspects concerning the effects for human beings, inside and outside the organization. Like labor relations, safety etc.
- Planet, the ecological dimension. This dimension relates to the effects on the natural environment.

Graafland et al. (2004) just like earlier scholars stated that an important aspect of the second example is that it takes the relationship of the company with its stakeholders and the society at large into consideration. The definition also points out the importance of good stakeholder relations as well as having an open way of doing business and willingness to have a continuous dialogue with several interested parties. Furthermore, it distinguishes between primary and other stakeholders. Employees and shareholders are considered to be primary since they have forms of structural consultation with the managers of the company. All others who have a certain interest in the company's activities are considered "other stakeholders". These can include consumers, suppliers, competitors, the government as well as society at large.

2.6.3 Example 3: CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community at large.

The third example has been established and it differs slightly from the previous two examples. Firstly, the third example refers to ethical behaviour; this is not addressed in the other examples. In comparison with example two where the so called "three P's" are addressed, here it is simply

referred to as “quality of life”. Thirdly, to these scholars, example three does not stress the relationship with stakeholders as the other examples do.

2.7.1 Diplomatic Missions and their use of CSR

Nowadays, foreign affairs services, in the way of state administration offices and branches, are subject to change. Considering the rapid development of events in the circumstances of globalization, as well as the fact that international relations include many new important actors, traditional diplomacy cannot handle a vast array of new issues. For example, the environment, population, terrorism, transnational crime, drugs, and sustainable development would overrun the old order. Thus, effective foreign affairs institutions are essential, not only for improvement of economic and social welfare, but also for providing security (Riordan, 2007). Foreign affairs institutions that were serving as the core of diplomacy during many centuries have to make a decision. If they will stay with previous methods and structure of work, not only will their actions probably become sluggish but also unclear.

Despite the growing importance of non-state actors, countries still can change and make international agendas as global actors – thus directly or obliquely influencing the stability of security. That is why it would be wrong to say that the role of the country has lessened due to growing importance of non-state actors or that the role of governmental diplomacy has declined.

It is important to mention governmental diplomacy’s capacity to react adequately to non-traditional threats, risks and vulnerabilities. For example, foreign affairs institutions, considering actual regional and international questions, must urgently develop a proactive role, re-modelling traditional methods and adjusting them to new conditions. Foreign ministries and diplomats need

to reinvent themselves – and to strengthen security in all levels of analysis. These global issues have not traditionally been in their purview. They should be.

Depending on the organizational structure, ministries of foreign affairs or economic affairs are challenged to adapt to the rapidly changing world, and they must increasingly take the foreign public opinion into account. According to Melissen (2006) public diplomacy is beyond doubt one of the hottest topics under discussion in the world's diplomatic services. Ministries of foreign affairs in all corners of the world pay increasing attention to their country's reputation overseas. Against the background of the changes in diplomacy, governments are confronted with new tasks and changing functions of their embassies. The embassies (or other established government institutions, TWA or NBSO) are the analyzers of information, conducting commercial diplomatic activities, lobbying, maintaining contact with society and host country, and facilitating international business networks. Embassies must realize that the dialogue with non-official groups and individuals in the countries where they are based is an important task and in some cases perhaps even their principal task (Melissen, 2006). Morgan et al. (2002) states that the art of a nation brand's behavior can be managed through its representation and that a nation brand builds by virtue of symbolic meanings, emotional relationships with certain markets and audiences. Thus, the promotional capability relates to how to create communication messages and integrate them into image-building techniques (Lee, 2009), which enable us to illustrate the essential characteristics of a nation brand (Lee et al., 2006). While national products are becoming more diverse and sophisticated and customers' demands are becoming value-oriented, the country's natural resources and/or historical characteristics are considered to be worthy of the authentic value of a nation brand.

It is however interesting that there is no literature on how foreign embassies employ Corporate Social Responsibility to their advantage in the countries in which they find themselves. In that regard, very little or no knowledge exists on the relevance of Corporate Social Responsibility to foreign embassies.

2.8 The Lebanese Embassy and Corporate Social Responsibility

Currently, no corporate social responsibility framework exists for the Lebanese Embassy in Ghana. However, the embassy seems to be engaging in activities which may not have been recognized as corporate social responsibility over the years. From one ambassador to the other, the scholarship initiative to tertiary students every year has been handed down. The only available records of the scholarships apart from the record of beneficiaries at the embassy seem to be news articles and reportage.

Coming down to the Lebanese Embassy's reason for offering university students scholarships, the "961" news portal, on October 23, 2020 makes reference to an article published on the embassy's website pointing out that the scholarship program is an initiative made to support Ghanaian students across the journalistic and legal fields as part of "Lebanon's progressive partnership with Ghana to develop educational cooperation between both countries".

Interestingly, none of the available news articles on the scholarship program refers to the initiative as a corporate social responsibility of the Lebanese Embassy in Ghana. This to an extent reveals the fact that the initiative has probably not been looked at from the Public Relations perspective especially in the area of CSR.

2.9 Summary

Available literature on CSR brings to bare the need for a corporate social responsibility framework for the Lebanese Embassy in Ghana. Perhaps, the entire Public Relations directorate needs to be looked at. Thus, if there is any. It is for that reason that the core objective of this study holds; to develop a Corporate Social Responsibility framework for the Lebanese Embassy in Ghana.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

As defined by Rememyi and Williams (1998), research methodology is the procedural framework within which the study is conducted. It comprises the theoretical and ideological basics as well as the fundamental principles that guide a researcher in the selection of a particular research method over the other. As such, this chapter provides a description of methodology employed in this study and discusses how the study would be conducted in order to achieve the objectives of the study.

The chapter discusses the research design as well as provides justification for the choice of the qualitative research strategy. It explores the research design of the study, the sample and sampling techniques, data collection instruments, population of the study, among others. Malhotra and Bries (2007) opine that research Methodology is the framework and procedure through which research is conducted and where data collected are applicable. Emphasis is laid on the various techniques adopted by the researcher to collect data for the research. In so doing, critical attention is given to the nature of data sought while carefully considering the purpose of the research. Thus, the most appropriate research design that enhances the data collection process is mentioned and discussed.

3.1 Research Purpose

According to scholars (Neuman, 2006; Marshall & Rossman, 2014) research may set out to understand, change, predict, evaluate, explore, describe and explain. Saunders et al. (2011), identified three types of research based on purpose which are explanatory research, exploratory research and descriptive research. This study is thus, descriptive and explanatory in nature as it

describes the current Corporate Social Responsibility employed by the Lebanese Embassy in Ghana and sets out to develop a comprehensive Corporate Social Responsibility framework for the embassy.

3.2 Research Approach

The study employed the qualitative research approach. According to Neuman (2014), Qualitative research method examines individuals, organizations, movements, events, and geographic units through detailed, varied, and extensive studies. Yin et al, (2011) indicates that qualitative studies can be used to study social phenomenon under real world conditions by representing the views and perspectives of participants. Again, the qualitative research approach is prevalent in the study of social science research where data collected is developed from small groups of research units and results analyzed without statistical representation. Creswell (2009) asserts that the use of the qualitative approach is one that helps researchers make claims and inquires based on primary knowledge on the constructivist perspective (that is the multiple meaning of individual experiences). It uses comprehensive, verbal descriptions of characteristics, case study and setting dimensional themes. This approach will help get a deeper understanding of respondents' personal knowledge, experiences and practice of CSR at the Lebanese Embassy in Ghana. It will also reveal the current criteria or strategy employed by the Lebanese Embassy in embarking on CSR activities in Ghana.

3.3 Research design

The research design describes the techniques and the nature of the study. It can be referred to as the overall strategy that is chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring an effective address for the research problem and it constitutes

the blueprint for the collection, measurement, and analysis for data (De Vaus, 2008). In other words, the research design describes the various methods that the researcher uses to go about the overall research process. For the present study, qualitative interviews were used for the study. According to Creswell (1999) qualitative interviews are in-depth conversations with respondents where first-hand information is obtained on a particular topic. The interviews are considered semi structured because the researcher targets a particular topic, and then asks questions that seek to get responses from respondents on the matter. The primary goal of an in-depth interview is to hear what respondents think is important about the topic by allowing them to express themselves.

3.4 Target Population

According to Dulock (1993), population as an aggregate of totality of all the objects, subjects or members that conform to a set of specifications. In other words, the population of a study includes all the subjects in the region or locale of the study from which the study group is selected. The study population is the world of units from which the sample size is to be selected for the research (Bell and Bryman, 2007). Since the focus of this study was to develop a Corporate Social Responsibility Framework for the Lebanese Embassy in Ghana, the target population comprised of the heads of the Lebanese Embassy in Ghana. In other words, the nature of the work required that the leadership of the Lebanese Community in Ghana be involved in the work. This included the Lebanese Ambassador to Ghana himself. For the staff, they may not wield enough information hence they did not fall within the population of the study.

3.5 Sampling and Sampling Procedure

Brink (1996) considers a sample to be the subset of a population selected to participate in a study. It is the fraction of the whole selected to participate in the research project. When dealing with

people, it can be defined as a set of respondents (people) selected from a large population for the purpose of a survey. In this study, the purposive sampling technique was employed. Purposive sampling, also known as judgment, selective or subjective sampling is a sampling technique in which the researcher relies on his or her own judgment when selecting members of the population to take part in a study (Black et al, 2010).

Purposive sampling is a non-probability sampling technique. This helps the researcher to save time and resources, and also in order to get the right people to take part in the study since the focus of the research was on the officials of the Lebanese Embassy. Moreover, the study sought to examine CSR as a management practice hence the Lebanese Ambassador to Ghana and the scholarship coordinator of the embassy were the participants considered for the study. The purposive sampling method therefore was the best technique to use in selecting the participants.

3.5 Data Collection Method

Research techniques are the step-by-step procedure in the collection and analysis of the data (Saunders et al, 2007). Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. The goal for all the data collection is to capture quality evidence that allows analysis to lead to the formulation of convincing and credible answers to the questions that have been posted.

The instruments that was used for collecting data is an unstructured interview guide. The officials of the embassy were questioned based on a list of questions to which follow-up questions were inclusive. The questions aimed at identifying the relevant issues and objectives of the study and structured in a way to ensure that objectives stated would be fulfilled through the response

provided. The items on the interview guide included both open ended and close ended question. The close ended questions which usually required a “yes” or “no” answer were followed up by open ended questions in most of the instances. Open-ended questions are questions that ask respondents to provide unstructured or spontaneous answers or to discuss an identified topic (Simmons et al, 2017). Although respondents will be allowed to express themselves, the interview guide, which is a list of questions as earlier stated helped moderate the conversation, and where necessary, follow up questions asked for clarity.

3.6 Mode and Instrument of Analysis

Data analysis according to Srivastava & Thomson (2009) involves examining, categorizing, tabulating, or otherwise recombining the data. This means data analysis can also be said to be an expansion of data to make meaning using different methods, whether quantitative strategies or qualitative representations. Famili et al (1997) also argues that analysis is a systematic method for analyzing textual information in a standardized way that allows evaluators to make inferences about the information.

Qualitative data from interviews were presented and analyzed using words under the three levels of coding which are open coding, axial coding and selective coding. In qualitative research, the goal of coding is not to count things, but to "fracture" the data and rearrange them into categories that facilitate comparison between things in the same category and that aid in the development of theoretical concepts" (Strauss 1987, p. 29). Gallicano (2013) explains the three levels of coding. For open coding, she explains that basically, the researcher reads through the data several times and then start to create tentative labels for chunks of data that summarize what is sees happening (not based on existing theory – just based on the meaning that emerges from the data). Examples

of participants' words and establish properties of each code are recorded. Axial coding consists of identifying relationships among the open codes. What are the connections among the codes? This will be easier to understand when you see the last chart of this blog post. Then in selective coding, the researcher figures out the core variable that includes all of the data. Then the transcripts are reread and any data that relates to the core variable the researcher identified selectively coded. The analysis will be in the form of written descriptions of respondent's responses from interviews.

3.11 Thematic Analysis (TA)

The researcher used thematic analysis to analyze the data collected for the study. Braun and Clarke (2012) defined thematic analysis as a method for systematically identifying, organising, and offering insight into, patterns of meaning (themes) across a dataset. Through focusing on meaning *across* a dataset, TA allows the researcher to see and make sense of collective or shared meanings and experiences. Identifying unique and idiosyncratic meanings and experiences found only within a single data item is not the focus of TA. This method, then, is a way of identifying what is common to the way a topic is talked or written about, and of making sense of those commonalities.

However, what is common is not necessarily in and of itself meaningful or important. The patterns of meaning that TA allows the researcher to identify need to be important in relation to the particular topic and research question being explored. Analysis produces the answer to a question, even if, as in some qualitative research, the specific question that is being answered only becomes apparent through the analysis (Braun and Clarke, 2012). Participants' responses from the interviews were analyzed and coded in themes. An interpretive analysis was done, and the findings presented in the form of a research report.

3.7 Validity

Validity concerns the appropriateness or fit between a variable and its measurement items (Burns & Burns, 2008). Validity critically assesses the value of a research by verifying the data quality and the corresponding results (Creswell & Plano Clark, 2007). The main categories of validity identified in the literature are – content, criterion and construct validity (Ghauri & Gronhaug, 2005; Malhotra, 2007; Streiner, 2013). This study, used content validity to confirm the research instrument. Observing the suggestions of some researchers (Ghauri & Gronhaug, 2005; Hair et al., 2009), that a simple test for face validity is to seek the view point of others well-versed with the study. Content validity was ensured by allowing the research supervisor to review all chapters of the study as well as the data collection instrument used for the study.

3.8 Ethical Consideration

Ethical considerations are very vital aspect of research which must not be disregarded, the consent, confidentiality and consequence for the respondents should be of great concern to a researcher (Malhotra and Birks, 2007). The conduct of research requires not only expertise and diligence, but also honesty and integrity. Crewell (2009) argues that ethical consideration must be an integral aspect of research. The right self-determination, anonymity, confidentiality and informed consent must be observed to render the study ethical. In this regard, respondents were assured of the confidentiality of both general and personal information that the research sought to solicit from them. Permission and approval were sought from the respondent involved in the study. They were told that the research is solely for academic purposes and the outcome of the study would be exclusively based on the analysis of the data collected from them. The respondent voluntarily agreed and took part in this study.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The main goal of the study is to develop a corporate social responsibility framework for the Lebanese Embassy in Ghana by examining their corporate social responsibility activities and criteria for the engagement in such activities. Specifically, the study sought to find out how the Lebanese Embassy in Ghana has been practicing corporate social responsibility and develop a framework for the practice of CSR in case none exists for use by the Embassy. This chapter presents the results of the study on the basis of data gathered from the field. Participants' experiences and feedback about the practice of CSR within the Lebanese Embassy and the Lebanese community in Ghana at large added insight to the research questions posed in this study. In this chapter, the findings derived from the data analysis are presented and discussed with reference to available theories and literature.

4.2 Findings

Three primary research questions guided this study. The first was "*what are CSR activities undertaken by the Lebanese Embassy in Ghana?*", the second being "*how does the Lebanese Embassy in Ghana arrive at selecting its CSR activities?*" with the last research question being "*what CSR Model informs the choice of CSR activities?*" Findings to these questions were obtained and have been presented in this section.

Thematic analysis as extensively written by Braun and Clarke (2012) was employed to code the transcribed interviews and organize the coded data into themes. Each theme as identified in the

responses of the participants address each research questions. Three major themes were arrived at during the analysis. The first theme addresses the question *what are CSR activities undertaken by the Lebanese Embassy in Ghana?* The second theme also responds to the second responds to the second and third questions, *how does the Lebanese Embassy in Ghana arrive at selecting its CSR activities?* and *what CSR Model informs the choice of CSR activities?* The final theme identified during the coding process presents the need for a corporate social responsibility which is the motivation for this study.

4.2.1 Lebanese Scholarship as Corporate Social Responsibility

In referring to the question about the CSR activities engaged in by the Lebanese Embassy in Ghana, Participant 1 mentions that *“the only activity that we do as Corporate Social Responsibility is the Lebanese Scholarship Program.”* This response brings forth the realization that the embassy has only one main activity or program as its corporate social responsibility activity. The use of *“only”* makes this very clear. This response also indicates the ownership of the Lebanese Scholarship program by the Lebanese Embassy in Ghana. However, Participant 2 contradicts this view by stating that *“this is a program we started with the Lebanese community. But it was launched by the ambassador himself. It was his idea.”* With this statement, it is realized that the Scholarship program is not one that is fully owned by the Lebanese embassy but rather the bigger body, the Lebanese Community in Ghana. He supports his position by adding that:

The fund doesn't come from the Lebanese Embassy. It comes under the umbrella of the embassy. It is sponsored by the Lebanese community, by members of the Lebanese community. There are about 40 members who fund it. Not even all the members of the Lebanese community but it is done by...

By emphatically stating the source of funding for the Lebanese scholarship program, Participant 2 makes it known that the scholarship program which the Lebanese Embassy

considers as its corporate social responsibility activity is one that is funded by the Lebanese community in Ghana made up of 40 members under the leadership of the Lebanese Embassy. With this, there is the indication that the embassy cannot fully claim the ownership of the scholarship program although the scholarship program stemmed out of the ideas of the former Lebanese Ambassador to Ghana. This is reflected in the words of participant two:

this one, it was launched by the previous ambassador. Ambassador H.E. H. Halabi... and this is a program we started with the Lebanese community. But it was launched by the ambassador himself. It was his idea.

The issue of ownership is somewhat cleared by Participant 1 who mentions that *“the Embassy works in partnership with key stakeholders. They are the Lebanese Community Council...”* Although this was a response to the question about how effective decision making has been, it also connotes and supports Participant 2’s assertion that the Lebanese Scholarship program is a product of the larger Lebanese Community in Ghana in partnership with the Lebanese Embassy in Ghana.

Both participants further agreed that the Lebanese Scholarship program is a form of corporate social responsibility. This follows their position that the scholarship is one that is geared towards lending support to the poor and vulnerable in society and also leveraging on it to enhance the relationship between the Lebanese community and the Ghanaian community. Participant 1 states three reasons for embarking on CSR. According to him,

The reasons for embarking on our corporate social responsibility include our quest to invest in human capital or resources, support poor and vulnerable groups in society and complement government’s development efforts in key sectors.

Participant 2 confirms this by saying that

We are not looking for benefits. We just want to help people. When you help somebody like that, you don't expect anything in return apart from the relationship between the Lebanese community and the Ghanaians.... It is a moral benefit. It's not because of money. It is a moral benefit.

Information from the participants hence indicates that the Lebanese Embassy in Ghana is in partnership with the Lebanese community in Ghana within the area of corporate social responsibility. The Lebanese Scholarship program is hence the only activity that the Lebanese Embassy does as corporate social responsibility.

4.2.2 Spontaneous Selection Based on Need

From the data collected, Participant 1 indicated that the Lebanese embassy does not have a Public Relations Unit. This was made evident when participant 1 responded with an emphatic “no” to the question of the availability of a PR unit. This tells that Public Relations as a discipline is one that is not directly employed as a management function at the embassy. Bits of the discipline may have been employed at the embassy but in its whole, it is not employed. This further means that in the selection of corporate social responsibility activities, decisions are not fully backed by PR knowledge.

However, Participant 1 mentions that in deciding the corporate social responsibility of the embassy, a few considerations were made. Participant 1 states that “*we consider the type of need in the area of consideration. We also look at the availability of resources or finances. We look at priority areas of social projects*”.

This shows that the embassy takes into consideration the basic mode of selecting activities that are aimed at assisting the poor and vulnerable in society. This means that factors such as giving back to society and the concept of return on investments do not apply to the

decision making of the embassy. But when asked how effective this decision making process has been, he responds with “*very effective*” and adds that

The Embassy works in partnership with key stakeholders. They are the Lebanese Community Council, Management of beneficiary schools and heads of institutions to have discussions and reach conclusions.

This statement points to the fact that indeed, the Lebanese embassy does not entirely own a corporate social responsibility activity as indicated earlier. The inclusion of the Management of beneficiary schools and heads of institutions in the decision making process does not mean that they financially contribute to the scholarship program but rather an affable way for the Lebanese community to maintain working relationships with its key partners.

Participant 2, in responding to a similar question of how the Lebanese community selects its target beneficiaries of their CSR activities also mentions that

Ghana Institute of Journalism, I don't really know the specific names. Like I said we focus on journalism and law school but the Legon one, Legon University I know we contribute there. Because we went there to present the contribution. And then Ghana School of Law. We also fund the children of dead police, something like immigration, the police those who went to the United Nations and they died in action. United Nations, maybe the army, those who went to the southern part of Lebanon or maybe Sudan or and those who died and left children behind. We funded also... we give them scholarships. Also for the police and the Immigration.

This tells that journalism schools and law schools have been the focus of the Lebanese community regarding the scholarship program. The scholarship has also covered the expenses of some children whose parents die in action during United Nation's peacekeeping duties. Participant 2 further reveals that academic performance is an integral factor considered during the decision making process. This is evident in his statement that

Yes based on the result. We need achievers. And it is the same way we selected you. This is how we selected you. You have to be an achiever, not somebody who is not ... not irresponsible and whatever and then...

In conclusion, the Lebanese Embassy in Ghana does not run a PR Unit and hence the unemployment of any CSR model in deciding their corporate social responsibility activities.

4.2.3 The need for a CSR Framework

Evidence from the data collected shows the interest of the current ambassador in expanding the scope of the Lebanese scholarship program. Participant 2 hints that the current ambassador, H. E. Meher Kheir intends to extend the scholarship program to other areas as especially Literature since he is more into poetry. Participant 2 states that *“the current ambassador has other plans to go into Literature, specifically, poetry so he wants to sponsor students in that domain as well.”*

Already, there is evidence of a subtle conflict of interest in the ownership of the current CSR program of the Lebanese community. The interest in expanding the scope of the current program will hence be more comprehensive if it is based on a framework. Although the ambassador himself considers the current approach to be *“very effective”*, perhaps, he is unaware of a more effective approach to CSR in the presence of a CSR framework.

4.4 Discussion of Findings

This study is partly underpinned by Carol’s model of CSR. This model create the foundation that helps to delineate in some detail and to frame the nature of an organization’s responsibilities to the society of which it is a part (Carroll 1979, 1991). The

findings of this study point to the fact that the Lebanese embassy has identified this role as one which is needful for the maintenance of relationship between the Lebanese community which the embassy leads and the Ghanaian community. This realisation is in line with the writings of Bernstein (2000) who opined that the concept of CSR is important because there is a widespread acceptance that businesses do have a moral dimension and should contribute to the welfare of society. The reasons of the Lebanese embassy and to a large extent, the Lebanese Community's engagement in CSR is hence in line with this opinion since the general aim of the scholarship program is benched on moral benefits.

Again, the Lebanese scholarship program by the Lebanese community is mentioned to have been geared towards the general welfare of the society as a part of social accountability (Bowie, 2008). The activity also supports the assertions of Murphy (2018) that Corporate Social Responsibility is important for business regarding its product branding, increasing public relations, increasing sales, building branding image and also increasing the goodwill of the firm. So far, evidence from the data indicates that the Lebanese community has somewhat been able to maintain a peaceful and cordial relationship with the Ghanaian community. This is perhaps partly due to the concern for the welfare of the vulnerable in the Ghanaian community. More so, the CSR activities of the Lebanese community of which the Lebanese Embassy is a part of also conforms to the position of Graafland et al. (2004) that CSR helps maintain the relationship with an organization's stakeholders and society at large.

The findings of the study also fit into the position of the Intersecting Circle model (UKEssays, 2018) which categorizes the nature of organizations and posits that regardless of the form they take, they owe society some form of responsibility. In view of this, even

though the Lebanese embassy is not a profit making entity, the embassy has realized the need to engage in corporate social responsibility. Therefore, in theory, the Lebanese embassy seems to be some level of conformity in terms of the practice of CSR although the entire glory cannot be attributed to the embassy alone but also the Lebanese community in Ghana whose efforts and contributions make the scholarship program possible.

On the contrary, findings indicate that the Lebanese in Ghana does not consider Public Relations as relevant to the dominant coalition of the firm. According to Berger (2005), the concept of a dominant coalition is important in public relations theory because this group of powerful insiders makes strategic choices, allocates resources, and influences public relations practices. The dominant coalition is the management of an organization which comprises of the governing board/council and the management members of an organization. Sometimes depending on the needs, culture and the person who practices PR in an organization, he/she may be part of the dominant coalition or not. In the case of the Lebanese Embassy, there is the absolute absence of a PR department. Duties of a public relations practitioner are rather taken on by other employees of the embassy and the ambassador himself.

The absence of a Public Relations unit perhaps accounts for the absence of a corporate social responsibility framework guided by CSR models. Although the repercussions of not running a Public Relations unit may not be significantly evident but they may be missing out on a lot of the advantages of having a Public Relations Department or at least having a Public Relations personnel as Grunig (1993) opines. Public relations is an essential management function, therefore, because of its contribution to the long-term, strategic management of the organization. Organizations use strategic management to identify

opportunities and dangers in the environment; to develop strategies for exploiting the opportunities and minimizing the dangers; and to develop, implement and evaluate their choices. Without strategic management, organizations typically "live from day to day and react to current events" (Buchholz et al., 1989, p. 38-39). Public relations contributes to the planning process by communicating and building relationships with publics that support the mission of the organization, or that can constructively divert it from its mission (Grunig, 1993).

From a CSR perspective, organizations provide the drivers that can construct a better world (Friedman & Miles, 2002) and therefore experience pressure to demonstrate accountable corporate responsibility (Pinkston & Carroll, 1994). Organizations must deliver results to shareholders but also frequently are subject to broader stakeholder interests and the need to demonstrate a balanced business perspective. Thus, organizations develop and update programs and policies in an attempt to measure their social and environmental performance while also engaging in consultations with stakeholders and, during this process, communicating their values to employees, environmental groups, local communities, and governments (Moan et al., 2008). This position in literature indicates the need for a CSR framework for the Lebanese Embassy in Ghana.

CHAPTER FIVE

FRAMEWORK, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the corporate social responsibility framework developed for the Lebanese Embassy in Ghana. The chapter also presents the conclusions and recommendations of the study based on the data analyzed in the previous chapter. The study generally sought to develop a corporate social responsibility framework for the Lebanese Embassy in Ghana. After carefully analyzing the data in Chapter 4 of the study, a framework has been developed for practice by the Lebanese Embassy in Ghana and to a large extent, by all embassies in Ghana.

5.2 The Culture of Change: A Corporate Social Responsibility Framework for the Lebanese Embassy in Ghana

The framework is one that has four major stages. These stages also have steps with them summing up to nine steps. The four main stages include: raising CSR awareness inside the organization, assessing corporate purpose in a societal context, establishing a working definition and vision for CSR, assessing current CSR status, developing an integrated CSR strategic plan, implementing the CSR integrated strategic plan, maintaining internal and external communication, evaluating CSR-related strategies and communication, and institutionalizing CSR policy. The framework has been represented in *Figure 1.1* below.

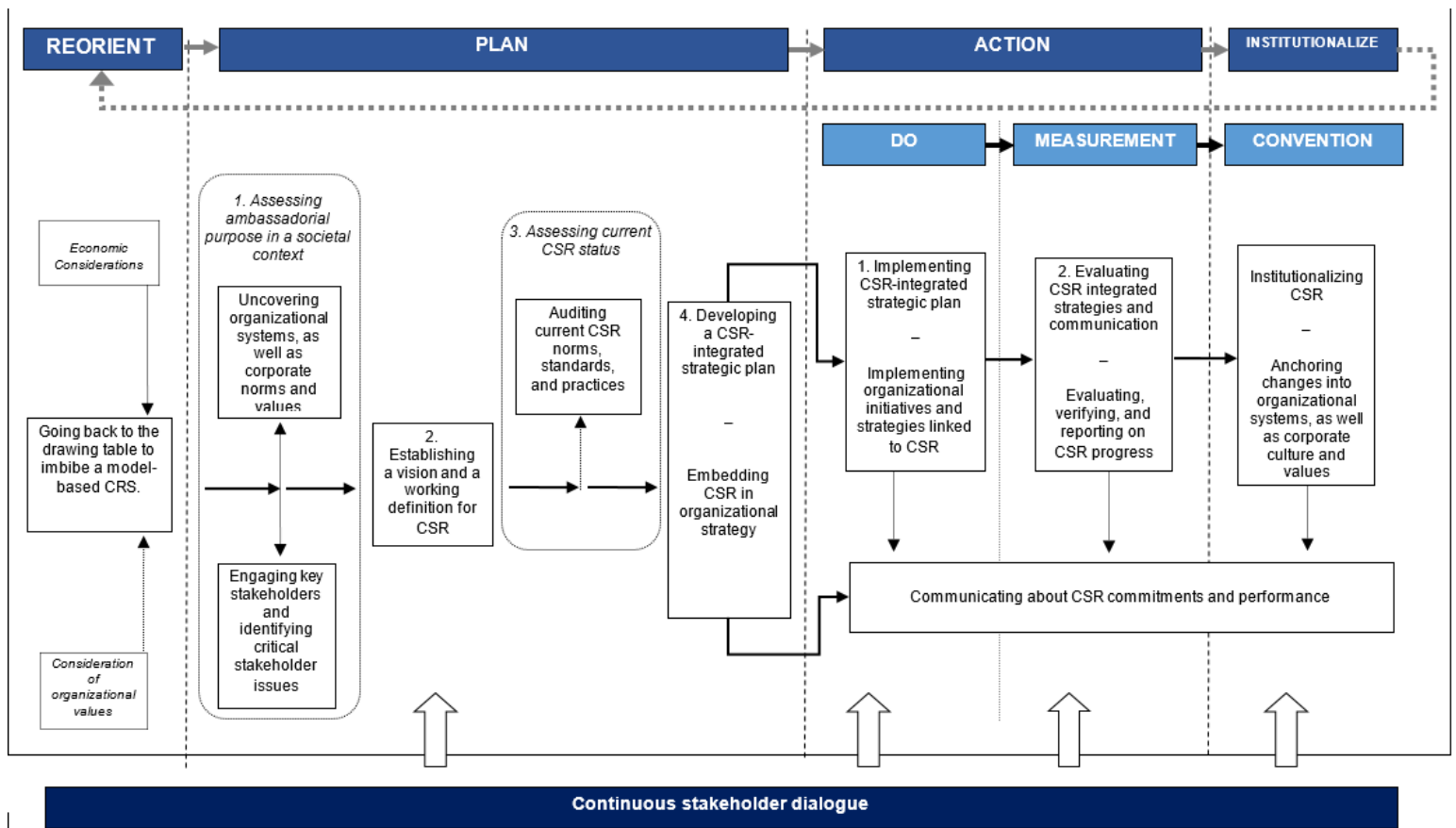


Figure 1.1: The Culture of Change Framework

5.2.1 The Reorientation Stage

In the first stage, the process requires the Lebanese ambassador and his officials to rethink past practices associated with the status quo. Unlearning is critical to a learning orientation and the development of a CSR orientation and requires uncovering long-held, unchallenged, cultural assumptions about the “right way to do things” (Schein, 1992). Such assumptions, often held subconsciously, must resurface through a change intervention which is a reorientation process and may result in energetic forces against change (Wilson, 1992). Barriers to the development of a CSR orientation include threats to stability, fear of

change, the belief that a CSR orientation is inappropriate for the embassy, or the belief that focusing on CSR will result in the organization losing sight of its core values.

At this stage, officials of the Lebanese Embassy are to go back to the drawing board and rethink their approach to CSR. In doing so, considerations should be given to the core values of the embassy and the economic factors necessary for change.

5.2.2 The Planning Stage

In the planning stage, the embassy should be guided toward a new set of assumptions (Lewin, 1951). This calls for availability of a PR practitioner. The embassy may choose to employ one or outsource the needed services to a third party. Identifying the need to adopt a CSR orientation therefore is just the start of the change process. The literature review sections of this study identifies several models that may be involved in the development and implementation of a CSR orientation. Carroll's model of CSR is the most appropriate to use in the case of the Lebanese Embassy since it will offer the embassy the luxury to make a clear distinction between its philanthropic responsibilities and other responsibilities.

This stage involves four steps. The first is to assess the embassy's ambassadorial purpose within the Ghanaian societal context. This will involve considering the norms and values of the embassy and also having engagements with key stakeholder(s) such as the Lebanese Community Council. The second is to establish a vision and a working definition for CSR within the embassy. This will stem out of the deliberations and engagements in the first step. Next is to assess current CSR status by auditing current CSR norms, standards and practices. This calls for a general study into the conduct of CSR by the Lebanese embassy

as done in this study. The final step in this study is to develop a CSR strategic plan and embed it into the embassy's overall strategy.

5.2.3 The Action Stage

In the third stage, to effect a new state, the officials of the embassy must activate the new cultural assumptions. Depending on the degree of change necessary, activation may even involve wider changes that build structures and processes to support the new ways (Katz & Kahn, 1978). Critically, a learning orientation again is necessary to ensure the refreezing of CSR-oriented cultural values, because an organization's learning orientation represents a resource that influences the quality of CSR-related behaviors. That is, in a learning organization, employees understand how to learn (generative learning), which involves constantly reflecting on past strategies and approaches to business rather than just learning through adaptation (e.g., trial and error) (Bell, Whitwell, & Lukas, 2002).

Therefore, in this stage, after initial implementation of the strategies developed along with the general organizational strategy of the embassy, thorough evaluation is necessary to ascertain the progress and return on investment of the CSR strategy. Shortcomings of the strategy will have to be identified and improved upon. This stage is hence characterized by two steps; implementation and evaluation.

5.2.4 The Institutionalization Stage

The fourth stage is the stage of institutionalization where changes that are effected to the developed strategy should be made leading to maintenance of the CSR strategy. In this

stage, which precedes the action stage, top management becomes aware of the importance of sustainability issues; a group of people seeking to overcome resistance to change.

Both the third and fourth stages are underpinned by communication which involves communicating about CSR commitments and performance to the relevant stakeholders of the embassy as this is important in keeping the public and other stakeholders informed about the contributions of the embassy to the country, Ghana. Stakeholder dialog should also run through the entire process.

In all, the four stages of the Culture of Change Framework incorporate nine steps: raising CSR awareness inside the organization, assessing corporate purpose in a societal context, establishing a working definition and vision for CSR, assessing current CSR status, developing an integrated CSR strategic plan, implementing the CSR integrated strategic plan, maintaining internal and external communication, evaluating CSR-related strategies and communication, and institutionalizing CSR policy.

5.3 Conclusion

Evident in this study is the fact that the Lebanese Embassy in Ghana does not own a corporate social responsibility. The embassy is in partnership with the Lebanese Community Council in Ghana in terms of corporate social responsibility. The sole CSR activity is the Lebanese scholarship program which covers the academic expenses of selected students in journalism schools, law schools and that of children whose parents died in action while on peacekeeping with the UN. This program is funded by the Lebanese Community Council which is made up of 40 members. The study also revealed that the Lebanese embassy does not operate a Public Relations Department hence the absence of a

comprehensive Corporate Social Responsibility framework. Following this discovery, the Culture of Change framework has been developed for the embassy to use in developing a corporate social responsibility for implementation. The framework is a four-stage one with a combination of nine steps which are all geared towards the development, implementation and maintenance of a CSR strategy.

5.4 Limitations of the Study

The limitations of this study emanate from the use of qualitative approach to the study. Qualitative methods are interpretive and focused on meaning and understanding experiences rather than quantitative methods which are systematic and mathematical. When using a qualitative method, the researcher is the instrument. This can lead to bias and subjectivity because all of the understanding and interpretation come from the researcher, compared to using a quantitative method which involves numerical data and testing the relationship of variables to find the outcome of the research. While a qualitative method was a suitable method for the purposes of this study, its limitations are worth recognizing.

5.5 Suggestions for Future Studies

In the future, researchers within the area of Public Relations should consider examining the general Public Relations practice by foreign embassies in Ghana. Such studies should further explore the practice of corporate social responsibility by embassies in the country. This follows the unavailability of enough literature on the practice of Public Relations and subsequently the practice of corporate social responsibility in Ghana. Also, future research about the Lebanese embassy should consider exploring the relevance of a Public Relations

Department for the Lebanese Embassy in Ghana. Such studies can expand the scope of the studies to cover all embassies in Ghana

5.6 Recommendation(s)

The Lebanese Embassy in Ghana should consider instituting a corporate affairs or a public relations outfit which will be in charge of all public relations issues of the embassy. This follows the revelation in the research that Public Relations has become a very necessary discipline to all institutions, especially those that have an international scope. The embassy is an international institution hence public relations practice should be adopted for practice.

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APPENDIX

INTERVIEW GUIDE

This interview guide is to aid in gathering your knowledge, thoughts and experiences regarding the Corporate Social Responsibility of the Lebanese Embassy. The topic for the research is centered on developing a corporate social responsibility framework for the Lebanese Embassy. All information that you provide will be for academic purpose only hence a high level of confidentiality is assured. The final research will be made available to you for your perusal and application.

Interviewer: Joseph Agbezuke (GIJ M. A. Public Relations – Regular)

1. Does the Lebanese embassy embark on activities that can be regarded as corporate social responsibility?
2. If yes, what are these activities?
3. How long has the embassy been engaging in corporate social responsibility activities?
4. What is the reason behind the Lebanese Embassy's corporate social responsibilities?
5. Does the Lebanese Embassy have a Public Relations Unit?
6. In case it has, what roles does it play regarding the Embassy's Corporate Social Responsibility?
7. Is there a corporate social responsibility framework for the embassy?
8. What is the embassy's criteria for deciding corporate social responsibility activities?
9. How effective has the decision making process for corporate social activities been?