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The Master model on multi-actor and multilevel social responsibilities: a conceptual framework for policies and governance on stakeholders' social responsibilities

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Abstract

This working paper contributes to a collective discussion in a workshop occurring in January 2011 at the International Institute of Social Studies, bringing scholars from Europe and Brazil and aiming inter-university research collaboration on linking policies on social responsibility to development and equity. The paper serves as an introductory discussion for reframing the concept of corporate social responsibility into a broader umbrella concept of multi-actor and multilevel social responsibility in a territorial scope – the Master model, connecting different stakeholders´ social responsibilities to the purpose of development and equity goals at territorial levels. The proposed Master model can be unfolded into parts of: specific layers of territorial scopes; engagement of social actors in the governance arena; delegation of complementary roles; choices of levels of ethical challenges; themes of social responsibility; and development of governance phases. It presents a synthesis and reflection on the current state of the art of the concept and tools of corporate social responsibility and multilevel governance and brings the contribution of a selection of globally referenced frameworks for policies on corporate social responsibility and development and equity goals. The Master model aims to serve as a mapping tool for research and policies purposes on linking social responsibility, governance, development and equity. Comments and contributions from readers are much welcome for future revisions on the paper.

Keywords

The Master model on multi-actor and multilevel social responsibilities: a conceptual framework for policies and governance on stakeholders' social responsibilities

1 Introduction

This working paper proposes a reframing of the concept of corporate social responsibility into a broader umbrella concept of multi-actor and multilevel social responsibility in a territorial scope – the Master model, connecting different stakeholders´ social responsibilities to the purpose of development and equity goals at territorial levels. The Master model can be unfolded into parts of: specific layers of territorial scopes; engagement of social actors in the governance arena; delegation of complementary roles; choices of levels of ethical challenges; themes of social responsibility; and development of governance phases.

The purpose of this paper is to serve for a collective discussion towards building a long term international research agenda initiated by the International Institute of Social Studies of Erasmus University Rotterdam – ISS/EUR[1], in partnership with Brazilian higher education institutions and invited multilateral and research institutions in Europe, Africa and Asia concerned with CSR and development and equity studies and policies.

The next section presents a synthesis and reflections on the current state of the art of social responsibility, as well as multilevel governance, pointing some challenges for the concept of corporate social responsibility. A major thread is to reframe the organizational perspective of social responsibility and governance models into a more interinstitutional or cross-sectoral perspective. It is, then, followed by a section that selects some negotiated global frameworks on CSR which have become sources for the purpose of linking corporate social responsibility, development and equity. Then, a last section introduces the Master model of multi-actor and multilevel social responsibility in a territorial scope to embed CSR and other stakeholders´ social responsibility as part of it and to link them towards the purpose of development and equity goals.

2 Governance and policies on social responsibility: from organizational to multilevel and multi-actor conceptual frameworks

Some remarks are brought to this session on the mainstream perspectives of current literature on social responsibility, also considering its interface with the theoretical concept of multilevel governance.

Too much consideration has been given to social responsibility frameworks conceived for the organizational sphere, mainly based on a hierarchical or 'vertical' power models within the borders of enterprises or organizations. Too little attention has been given to frameworks that are based on the complexity of mutually reinforcing alignment of multilevel and multi-actor social responsibilities, which requires cross-organizational and interinstitutional governance and policy models of social responsibilities among different social spheres.

On social responsibility

The current state of the art of the literature on the concept of corporate social responsibility – CSR - at a global level points to a multitude of perspectives and scopes for the concept of social responsibility within and among countries and embedded in its specific economic models, institutional fields and culture[2]. Some international perspectives are generating congruence on a multidimensional scope for social responsibility (e.g. the ISO 26000 for Organizational Social Responsibility, the Global Reporting Initiative - GRI, the United Nations Global Compact), while others are focusing on proposing an one dimension for subjects of social responsibility (e.g. UN 'protect, respect and remedy' framework for human rights).

However, the mainstream of global perspectives of CSR is still much focused on corporate or organizational level of social responsibility, rather than in a broader scope of social networks and institutional fields. According to this current mainstream of CSR, we can identify a plethora of tools, principles, protocols, guidelines that have been building a soft law framework through international fora, which are still looking at the company as the centre of social responsibility discussion.

In the above mentioned organizational focus, CSR has brought its own limit for its viability as an empirically based and theoretically grounded concept. CSR brings its own conceptual weakness when enterprises are faced by the decision criteria of market transactions and relations in competition, financing, supplying, buying, investment, as well as government taxing and other legal and institutional aspects that are beyond the boundaries of the enterprise. At the global level, international capital movement and financial decisions are still embedded in an economic paradigm based on 'short termism' timeframes for business performance, based on levels of interest rates and return on capital, decoupled from an increasing promotion of a global movement of corporate social responsibility.

Also, higher education paradigm is still mainly oriented to forming professionals in different areas of knowledge for working towards one-dimensional criteria of financial evaluation as a measure of business excellence, in other words, focusing on capital and profit margins growth which are not necessarily generated or resulted from socially responsible markets and enterprises. Not to mention criteria used in buying decisions from

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[2] See a more detailed review in previously published papers by the author (Ashley, 2010a and 2010b)

organizations, families and individuals, mainly based on accessibility, price level and product quality related to its functions and social appeal, regardless of the quality of social, economic and environmental history of products.

Thus, it can be argued that CSR is facing a global dilemma for its future. Business managers that are leading way on socially responsible behavior are under an ethical dilemma when faced by investors, lenders, buyers, suppliers, professionals, competitors and regulations that are not embedded in a culture of social responsibility. Some questions can be raised connecting CSR, development and equity in this global dilemma.

What is the future of the movement of corporate social responsibility within the global context of non-ecological models of development which are contributing to climate change, urbanization, violence and inequalities[3]? What possible limits and contributions of corporate social responsibility to development and equity, especially considering UN millennium development goals, reinforced by the UN last report on human development showing how highly unequal still is human society among and within countries? What are the social responsibilities of different social actors towards development and equity goals? How could public policy in government contribute to social responsibility among market players? How could policy process align development and equity goals and multi-actor social responsibilities towards it? How global partnerships for development could contribute to build a culture of practice of multi-actor social responsibility aligned with goals of development and equity? How to balance soft and hard regulation concerning multi-actor and multilevel social responsibility in different territorial scopes?

On multilevel governance

A brief review of recent literature on multilevel governance (Bache and Flinders, 2005; Committee of the Regions of the European Union, 2009; Kohler-Koch and Eising, 2006; Marks and Hooghe, 2005;) takes us mainly to policy documents and models focusing on governance between levels of the government sphere within European Union and less on governance among different institutional spheres – state, civil actor and business/markets. One main issue for considering multilevel governance has been environmental and climate change (OECD, 2010; Winter, 2006).

One interesting typology from the literature of multilevel governance system is proposed by Marks and Hooges (2005), considering Types I and II of Multi-Level Governance, in which both Types departures from the centralized state. Type I of multilevel governance deals with a limited number of non-intersecting jurisdictions, each catering to a particular group or territorial community. Type II of multilevel governance conceives disperse competencies among a very large number of functionally specialized, intersecting jurisdictions. From the description of both types, we can conclude that coordination among these jurisdictions becomes a major issue for efficient and

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[3] This is not considered, here, as being historical and socially constructed in this sequence.

effective governance, to the extent that the policies pursued by these jurisdictions are self-contained.

However, the current degree of development of social networking mediated by information technology brings difficulty to specify self-contained jurisdictions, both for Type I or Type II of governance systems. Mutual interactions among social actors from different institutional spheres – state, civil society and markets – and territorial jurisdictions have been interacting or even crossing hierarchies, emerging a complex networking of different layers of actors from different social spaces. Thus, we are actually facing a real world that demands complexity as part of our approaches to models of governance.

The Committee of the Regions of the European Union has recently published a White Paper on Multilevel Governance which states that multilevel governance means: "coordinated action by the European Union, the Member States and local and regional authorities, based on partnership and aimed at drawing up and implementing EU policies" (Committee of the Regions, 2009:1). From this document, we can foresee that both "vertical" and "horizontal" interactions among social actors from different institutional spheres and jurisdictions are being conceived into a multilevel governance approach proposed by the Committee of Regions.

Multilevel governance models are, indeed, a step forward into assuming complexity into social and political spheres, especially when considering partnership among government, business and civil actors in a territorial scope, either at local, national or international levels. Thus, policies on multi-actor social responsibilities bring together the need to consider multilevel governance systems which 'play' well in a complexity game of governance, expressing a real dynamic social world embedded into a knowledge culture mediated by information technology.

The next section presents a selection of global frameworks referenced for the purpose of this working paper of linking multi-actor social responsibility, multilevel governance, development and equity.

2   The contribution of negotiated global frameworks on social responsibility

This section points a selection of global voluntary frameworks on corporate social responsibility in the form of principles, guidelines and standards for best practices. The selection has been mainly on those frameworks leaded by the United Nations, the OECD and the International Organization for Standardization, for its easier recognition or legitimized support by national governments and international cooperation institutions.

The Millennium Development Goals

One of the agenda items of the 66th session of the United Nations Assembly, occurred in September 2010, was the approval on a resolution as a follow-up to the outcomes of the Millennium Summit. The outcomes of the Millennium

Development Goals - MDG[4] till 2010 resulted in a recognition that achievements are far behind the targets for 2015. Intensified collective actions and developments towards the MDG is demanded from government, non-state actors and private sector, allowing that development efforts at the national level are supported by an enabling national and international environment .

> We are convinced that the Millennium Development Goals can be achieved, including in the poorest countries, with renewed commitment, effective implementation and intensified collective action by all Member States and other relevant stakeholders at both the domestic and international levels, using national development strategies and appropriate policies and approaches that have proved to be effective, with strengthened institutions at all levels, increased mobilization of resources for development, increased effectiveness of development cooperation and an enhanced global partnership for development. […] Development efforts at the national level need to be supported by an enabling national and international environment that complements national actions and strategies. (United Nations, 2010a:3)

Governance and legal compliance are included as part of successful pathway to the achievement of the MDG:

> We acknowledge that good governance and the rule of law at the national and international levels are essential for sustained, inclusive and equitable economic growth, sustainable development and the eradication of poverty and hunger. (United Nations, 2010a:3)

A remarkable attention is directed to gender equality and women empowerment, beside eradication of poverty, seen as essential to economic and social development and as means to achieve all MDG:

> We recognize that gender equality, the empowerment of women, women's full enjoyment of all human rights and the eradication of poverty are essential to economic and social development, including the achievement of all the Millennium Development Goals. We reaffirm the need for the full and effective implementation of the Beijing Declaration and Platform for Action. Achieving gender equality and empowerment of women is both a key development goal and an important means for achieving all of the Millennium Development Goals. We welcome the establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and pledge our full support for its operationalization. (United Nations, 2010a: 3) […] We call for action to ensure the equal access of women and girls to education, basic services, health care, economic opportunities and decision making at all levels. We stress that investing in women and girls has a multiplier effect on productivity, efficiency and sustained economic growth. We recognize the need for gender mainstreaming in the formulation and implementation of development policies. (United Nations, 2010a:11)

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[4] MDG1: Eradicate extreme poverty and hunger; MDG2: Achieve universal primary education; MDG3: Promoting gender equality and empowerment of women; MDG4: Reduce child mortality; MDG5: Improve maternal health; MDG6: Improve maternal health; MDG7: Ensure environmental sustainability; MDG8: Develop a Global Partnership for Development.

Inclusive public governance with participation in a multi-stakeholder approach is recommended for policy process for MDG, calling governments, at all territorial levels, to lead and involve stakeholders to development goals in it:

> We call on civil society, including non-governmental organizations, voluntary associations and foundations, the private sector and other relevant stakeholders at the local, national, regional and global levels, to enhance their role in national development efforts as well as their contribution to the achievement of the Millennium Development Goals by 2015, and commit as national Governments to the inclusion of these stakeholders. (United Nations, 2010a, 2010:4)

The private sector is also called to participate in policies towards the achievement of the MDGs, including actions and strategies in collaboration with the United Nations Global Compact:

> The private sector plays a vital role in development in many countries, including through public-private partnerships and by generating employment and investment, developing new technologies and enabling sustained, inclusive and equitable economic growth. We call upon the private sector to further contribute to poverty eradication, including by adapting its business models to the needs and possibilities of the poor. (United Nations, 2010a:11-12)

Multi-level governance for cooperation among national, regional and subregional instances is seen as appropriate for integration of development strategies:

> We stress the importance of strengthening regional and subregional cooperation for accelerating national development strategy implementation, including through regional and subregional development banks and initiatives. We also emphasize the importance of strengthening regional and subregional institutions to provide effective support to regional and national development strategies. (United Nations, 2010a:12)

Global partnerships for the MDG are to be supported with technical and financial cooperation for national strategies of development. Several commitments are made for each one of the 8 MDG, which are to be monitored annually by UN.

The United Nation Human Rights Commission and John Ruggie´s framework[5]

In July 2005, Kofi Annan appointed Professor John G. Ruggie to be Special Representative of the UN Secretary-General on business & human rights. The Business & Human Rights Resource Centre created a portal at John Ruggie's request, to facilitate communication and sharing of materials related to the mandate.

The UN Commission on Human Rights adopted a resolution on 20 April 2005 requesting the Secretary-General to appoint a special representative on

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[5] Source: Business & Human Rights Resource Centre at website http://www.business-humanrights.org

the issue of human rights and transnational corporations and other business enterprises with the following mandate:

(a) To identify and clarify standards of corporate responsibility and accountability for transnational corporations and other business enterprises with regard to human rights;

(b) To elaborate on the role of States in effectively regulating and adjudicating the role of transnational corporations and other business enterprises with regard to human rights, including through international cooperation;

(c) To research and clarify the implications for transnational corporations and other business enterprises of concepts such as "complicity" and "sphere of influence";

(d) To develop materials and methodologies for undertaking human rights impact assessments of the activities of transnational corporations and other business enterprises;

(e) To compile a compendium of best practices of States and transnational corporations and other business enterprises.

In June 2008, the United Nations Human Rights Council was unanimous in welcoming the policy framework for business and human rights proposed by the SRSG in his final report under a 2005 mandate. The Council extended the SRSG's mandate for another three years, asking him to "operationalize" the framework in order to provide concrete guidance to States and businesses. The framework has also been endorsed by the major international business associations and by leading international human rights organizations. A new consensus advancing the business and human rights agenda has formed in a policy framework that comprises three core principles: the State duty to protect against human rights abuses by third parties, including business; the corporate responsibility to respect human rights; and the need for greater access by victims to effective remedies.

In June 2011, the SRSG will present to the UN Human Rights Council his final recommendations, which will include a set of Guiding Principles for the operationalization of the UN "Protect, Respect and Remedy" framework[6]. The Guiding Principles elaborate and clarify for companies, states, and other stakeholders how they can operationalize the UN 'Protect, Respect and Remedy' Framework, by taking practical steps to address business impacts on the human rights of individuals. At its introduction, the Guiding Principles summarize the protect, respect and remedy framework attributing the complementary roles of the States, the business enterprises and judiciary or non-judiciary bodies in relation to the effective implementation of human rights.

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[6] The draft report of John Ruggie with the Guiding Principles for the Implementation of the United Nations 'Protect, Respect And Remedy' Framework are available for consultation till end of January 2011 at the website http://www.srsgconsultation.org/

The ISO 26000

ISO 26000 was published in November 2010 and is the result of a five-year global discussion involving multi-stakeholder committees from more than 90 countries in the working group. Brazilian and Swedish national standards bodies were appointed president and vice-president of the ISO working group on social responsibility. I would like make a remark on the transparent process of building the ISO 26000 and reaching global consensus of the scope and depth of organizational social responsibility. Since the beginning of the activities of the working group, all documents and participants were publicly available at ISO specific website for the ISO 26000. Whenever privacy was necessary for discussions and voting moments, all procedures were publicly informed for participants and non-participants in meetings. The learning process of a multi-stakeholder global discussion on the ISO 26000 has generated an experience of multi-actor governance with appropriate level of systematization and transparency for all participants and observers.

A remarkable innovation in ISO 26000 is that social responsibility is proposed not only for business organizations, but for any organization, either from business, government, educational and other non-state organizations. Another remark is that ISO 26000 has defined guidance on the necessary core subjects or themes of organizational social responsibility: governance; human rights; labour practices; the environment; fair operating practices; consumer issues and community involvement and development. All those core subjects are embedded in principles of social responsibility: accountability; transparency; ethical behaviour; respect for stakeholders' interests; respect for the rule of law; respect for international norms of behaviour; and respect for human rights. The core subjects of social responsibility in the ISO 26000 are detailed in issues of social responsibility to be observed in policies, strategies and evaluation of social responsibility of any organization (business, government and non-state actors) and be supported by the use of tools for managing social responsibility.

In summary, ISO 26000 as a non-certifiable guidance standard is indeed an emergent conceptual framework to be considered as a major reference for research and other international and national standards and tools concerning corporate social responsibility.

The Global Compact

The year 2010 is the 10th anniversary of the Global Compact 10 principles[7] for business social responsibilities. Currently, the UN Global Compact is the

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[7] *Human rights:* Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2 - make sure that they are not complicit in human rights abuses. *Labour:* Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4 - the elimination of all forms of forced and compulsory labour; Principle 5 the effective abolition of child labour; and Principle 6 - the elimination of discrimination in respect of employment and occupation. *Environment:* Principle 7 - Businesses should support a precautionary approach to environmental challenges;

world's largest voluntary corporate sustainability initiative with over 8,000 business participants and non-business stakeholders from 135 countries. Global Compact Local Networks can be found in over 90 countries.

The Global Compact has generated several tools and derived documents to reinforce complementary initiatives and a learning environment on business social responsibility. Examples are the Principles for Responsible Investment – PRI and the Principles for Responsible Management Education – PRME which are spreading rapidly among different actors at the global arena creating scale for institutional change of business environment, specifically in investment bodies and higher education institutions.

The four issue areas of the 10 principles of the Global Compact can be related to the issues of social responsibility stated in the ISO 26000 (United Nations, 2010b). The other way round, ISO 26000 is, indeed, covering more issues than the Global Compact, as is the case of the core subjects 'community involvement and development' and 'consumer issues'. On the other had, the example of possible reflection of the Global Compact on parts of the ISO 26000 shows that we face an interchange of perspectives in the conceptual frameworks globally being discussed on social responsibility, as it also seen with the OECD guidelines, as follows.

The OECD guidelines in a revision process

The OECD Multinational Guidelines are recommendations by governments covering all major areas of business ethics, including corporate steps to obey the law, observe internationally-recognised standards and respond to other societal expectations. The 42 governments adhering to the OECD Guidelines for Multinational Enterprises are working on an update of the Guidelines which aims to ensure their continued role as a leading international instrument for the promotion of responsible business conduct.

Following agreement on the terms of reference, work on the update started on the occasion of the June 2010 Roundtable on corporate responsibility where discussions centered on supply chains, human rights and environment/climate change. A special consultation with stakeholders takes place in Paris on 13 December 2010. Discussions focus on human rights, employment and labour, due diligence, supply chains and procedural provisions, including those relating to the functioning of National Contact Points.

There is a close collaboration between the two parallel processes of revision of the OECD guidelines and John Ruggie's mandate on the UN protect, respect and remedy framework on human rights. For the 10th OECD Roundtable on Corporate Responsibility occurred in June 2010, John Ruggie submitted two discussion papers, one with his contributions to the revision process and another including application UN protect, respect and remedy

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Principle 8 - undertake initiatives to promote greater environmental responsibility; and Principle 9 - encourage the development and diffusion of environmentally friendly technologies. *Anti-corruption:* Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.

framework for business conduct concerning human rights in supply chains (Ruggie, 2010).   In a specific decision making diagram for dealing with issues of human rights in supply chains, according to the duty of enterprises to respect human rights, whenever buyers are found ineffective in using strategies for upgrading standards of suppliers concerning human rights, the extreme decision to be taken is to terminate the contract with suppliers.

3   From corporate and organizational to multi-actor and multilevel social responsibility in a territorial scope – the Master model

In previous papers, Ashley (2010a and 2010b)[8] presents the multidimensional, relational and multidirectional model for business social responsibility – the MRMRSN model - as an analytical framework for analyzing and classifying current different perspectives, standards, tools and business strategies on CSR. In summary, it proposes a typology of three levels of ethical challenges – legal compliance; social expectations; and ethical ideals – to all business-society relations oriented to relational governance in specific institutional, legal and cultural contexts of business operations. It also proposes mutual social responsibility among stakeholders by means of policies, strategies and actions – stakeholders´ social responsibility[9], as to create a coherent institutional field that could facilitate and promote a culture of social responsibility in society:

> I will briefly describe some ideas that are to be conceived in a coherent system of stakeholders connected to business-society relations, rather than as a sole fragmented action by one group of stakeholder social responsibility. Thus, we need to think as collective social actors learning from each others experience and progress towards stakeholder social responsibility. I should emphasize that business associations, educational institutions, the financial sector, the State, civil society and trade unions have a primary and direct role in the concept of stakeholder social responsibility. As result of their combined social action, we can think of the media and publishers on the one hand, and the consumers and families on the other hand, as responding to a new institutional and cultural context which will create social demand by them. (Ashley, 2010a:26)

As a further conceptual development, the concept of stakeholders´ social responsibility is proposed, here, to better clarify if defined as multi-actor and multi-level social responsibility in a territorial scope, which hereby receives the acronym of the Master model[10] for social responsibilities of and among different layers of stakeholders. The Master model is proposed as a mapping

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[8] Previous versions of the MRMRSN model were published in Brazil since 2002.
[9] Stakeholders´ social responsibility by: the enterprises; the business associations; the financial system; the State; the civil society organizations and trade unions; the educational system; the consumers and families; and the publishers and media.
[10] The Master model is an original idea resulting from a proposal of the author of this paper, which is not only based on the references quoted here and current research activities, but it results of a long internal or personal deconstruction of CSR, generating a proposal for a new synthesis to dealing with perceived CSR conceptual gaps.

tool for building research questions linking policies on social responsibility, governance, development and equity. The building parts of the Master model can be unfolded by means of a related set of research questions as follows.

Multidimensionality of social responsibility themes

What theme(s) of social responsibilities are to be researched as focus for policies? What, in fact, are we framing on themes for social responsibilities policies? Human rights only, as currently thoroughly proposed by Ruggie (2010)? Community involvement and development, as it is the development assistance government policies or the strategic philanthropy of enterprises? Aren´t we loosing synergy when we detach human rights from the environment or from fair operating practices? Or should we focus on one-dimensional perspectives for themes of social responsibility policies?

ISO 26000 proposes the themes of social responsibility as: governance, human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement and development. These are also the themes considered here in the Master model, based on the current state of the art of the literature on social responsibility and signaled by the ISO 26000[11].

FIGURE 1
Social responsibility themes – according to ISO 26000

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[11] See documents of the ISO 26000 for a more detailed description of the eight themes of social responsibility.

The territorial dimension

What territorial scope of actors´ social responsibilities? Are we looking at the organizational, sectoral, municipal, provincial, national or international territorial scope of social responsibility?

The multilevel governance discussion previously presented points at jurisdictions and territories as variables that contribute to frameworks of governance systems. As such, conceiving social responsibilities of stakeholders requires us thinking on a territorial frame of social, economicand environmental relations affecting policies of social responsibilities.The territorial dimension in the Master model also points to the need for impact measurement of social responsibilities policies towards goals for development and equity indicators.

Multi-actor social responsibility

Whose actors´ social responsibilities are the focus of research or policies? State and Government organizations? Science and Knowledges Institutions? Media, either from public and private organizations? Capital Investment public and private agents? Finance institutions, from public and private sectors? Trade Unions? Business Associations? Enterprises involved in different economic sectors and of different sizes? Not for Profit and Community-Based organizations?

Social responsibility literature is mainly focused on voluntary policies of enterprises. As previously presented, stakeholders are part of the discussion of the inaugural address (Ashley, 2010a), proposing to reframe from corporate to stakeholders' social responsibility in a multidirectional perspective. In each social sphere of categories of stakeholders, we find organizations embedded in institutional fields and, thus, it is a cross-organizational and interinstitutional perspective that brings the need to answer whose social responsibilities' are we talking about and towards whom this social responsibilities are directed to.

UN' protect, respect and remedy framework

What scope of complementary roles on social responsibilities based on the UN protect, respect and remedy for Human Rights? What other social responsibility themes can be appropriately framed in the UN protect, respect and remedy framework?

The Master model proposes an extension of the contribution of Ruggie (2010) and UN' protect, respect and remedy framework to all different subjects of social responsibilities as defined in the ISO 26000.

FIGURE 2
Territorial scopes, multi-actor social responsibility and complementary roles
**according to the UN protect, respect and remedy framework**
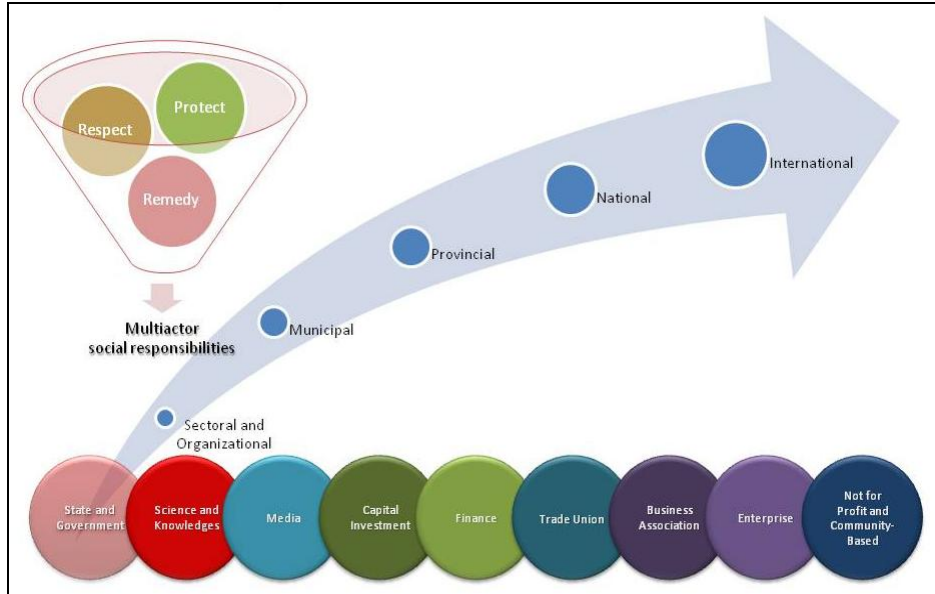
The levels and territorial scope for ethical challenges

What level and territorial scope of ethical challenges? First level related to legal compliance? Second level related to current social expectations beyond the law? Third level related to ethical ideals expressed in codes of principles and ethics? Are we looking at ethical challenges framed at organizational, sectoral, municipal, provincial, national or international territorial scopes?

Based on the previous MRMRSN model for social responsibility strategies (Ashley, 2010a and 2010b), the three levels of ethical challenges can be applied on degrees for regulations and expectations on social responsibilities. Legal compliance, social expectations and ethical ideals are culturally dependent and institutionally embedded and, thus, bring a dynamic concept to different territories and societies.

FIGURE 3
Multilevel ethical challenges and territorial scopes for multi-actor social responsibility
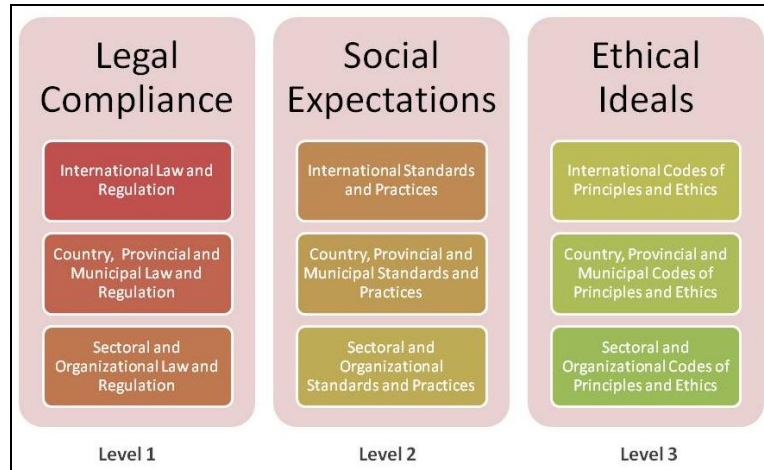
Selection of economic sector

What economic sector(s) or industry(ies) to focus research and policies on social responsibility? How comparability can be possible, if desirable for social responsibility policies, within economic sectors and among different economic sectors?

When considering interorganizational and interinstitutional relations, it is easier to research and build policies in specific contexts of determined sector, once environmental, social and economic variables and impacts are different. Building research scopes and modeling policies of social responsibilities to specific economic sectors, agents and institutional fields could raise empirical results to alter the quality of competition within industries, upgrading ethical levels in the whole sector. Suppliers of specific industries could be most affected and, also, buyers, if, indeed, all sector is subject to social responsibility policies.

## Governance phases for policy process

What multilevel governance phases in policy process for multi-actor social responsibility?

Networks among actors which are not only one-time transactions could be improved in governance systems that are multilevel and that bring a learning environment based on ethical values coherent with trust on socially responsible behavior. Political commitment for values and policies on social responsibility is here conceived as necessary for a framework of multilevel governance systems on multi-actor social responsibility.

An assessment of current alignment of values and policies would be a second phase of governance, followed by a further phase of renovation of

values and policies, in which the old, the present and the future is object of renewal in terms of legal requirements according to social expectations and ethical ideals. Innovation of values and policies would be a more mature phase of governance, completing the four phases for multilevel governance for multi-actor social responsibility.

FIGURE 4
Governance development phases of policies on multi-actor and multilevel social responsibility in a territorial scope
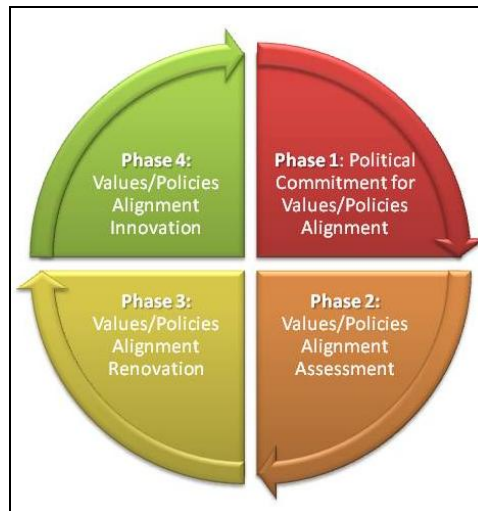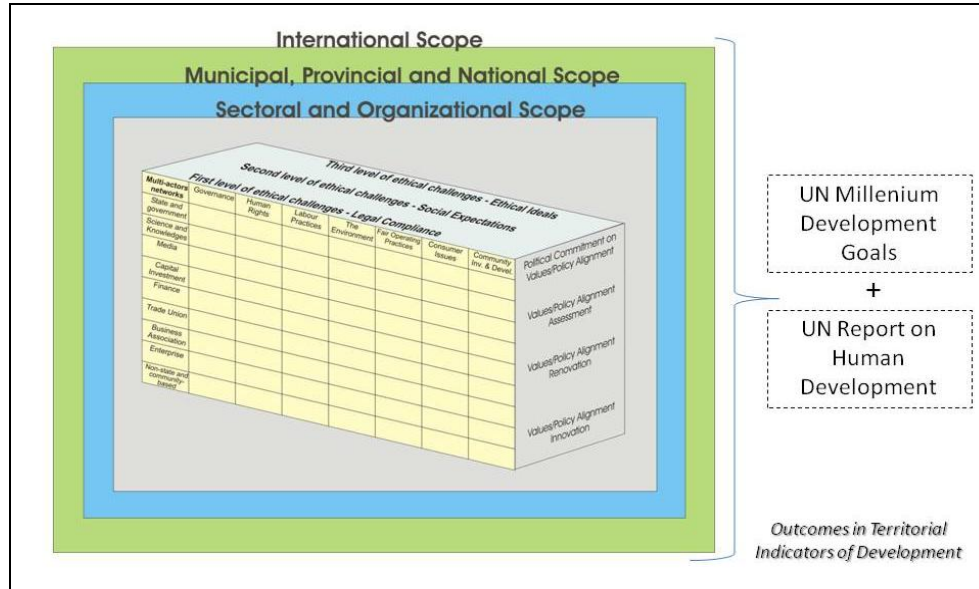

Linkage with development and equity outcomes

What development and equity outcomes are expected from social responsibility based on MDG and UN Human Development indicators?

If we combined the previous described parts of the Master model and think of its purpose in contributing to development and equity social, economic and environmental impacts, we are considering not only the efficacy, but also the effectiveness of social responsibility policies. The Master model includes the UN Millenium Development Goals and the UN Report on Human Development as some of the development and equity frameworks to be considered as purposes for social responsibility policies. Other UN frameworks could also be considered, as well as other institutions' frameworks.

FIGURE 5
The whole combination of parts of the Master model linking social responsibility,
development and equity

International Scope
Municipal, Provincial and National Scope
Sectoral and Organizational Scope

UN Millenium
Development
Goals

+

UN Report on
Human
Development

*Outcomes in Territorial
Indicators of Development*

4   Final Remarks

This paper is an introductory discussion expecting contributions and critiques
from readers and, specifically, from the participants of the workshop on
policies on social responsibilities at the International Institute of Social Studies
in January 2011. It is here published to open a discussion in a proposal of
reframing the concept of corporate social responsibility into a broader
conceptual framework of stakeholders' social responsibility. It also points to a
similar conception for policies and research on social responsibility into a
multilevel governance of multi-actor social responsibilities in a territorial scope
as described in the Master model here presented[12].

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[12] Contributions can be sent to Patricia Almeida Ashley at ashley@iss.nl or
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