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Title:
The Role of The Government in Relation to Corporate Social Responsibility in Jordan

The Role of the Government in Relation to Corporate Social Responsibility in Jordan

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43,517 words

Abstract

This dissertation addresses the role of the Jordanian government in relation to Corporate Social Responsibility (CSR). It applied a qualitative approach, interviewing 34 participants from 30 entities within the public, private, and civil society sectors. The research initially assessed the understanding of CSR within the sample, their views on the definition of and drivers for CSR, and then addressed the approaches and practice of CSR. According to the available literature, this study is the first to explore CSR in this context. The methodology addressed the different drivers and approaches to CSR, and accordingly mapped existing practices within these sectors and later identified various collaborations between the sectors, before moving on to identifying the specific roles of the government itself.

This thesis employed the Relational CSR model to identify and map collaborations across complex and overlapping sectors, shedding light on the different interpretations of the government in terms of how it exercises its influence, and through what sort of body this influence is manifested: public-sector entities; RONGOs; special NGOs established via a private sector company as a philanthropic 'arm'; or via the patronage of the royal family or government officials. While Jordan shows that there is an economic motivation for becoming involved in CSR, political alliance with royalty was also relevant. Some MNCs undertake PCSR activities in Jordan, particularly in education, but by the government, rather than challenging its authority.

While the literature assumes that the religious and altruistic approach to CSR is prominent, the findings proved otherwise. Islamic believers didn't consider CSR activities in their corporations, as their *zakat* (almsgiving) is already included in their corporations' budgets in a systematic, annual way. In Jordan, the Islamic equivalent of CSR (*zakat*) is entirely controlled by the government under the Ministry of Awqaf and Islamic Affairs and its Zakat Fund Directorate, undermining the notion of altruism. The government role in CSR in Jordan is explored through a blended framework, combining various collaborations between the three sectors in Jordan via the relational CSR model. Existing approaches to CSR practises and internal drivers are also considered.

The research revealed that the concept of relational CSR exists in Jordan, and the role of the Jordanian government, while minimal, is still apparent in terms of the provision of minimum standards, participating with minimal efforts in Public Private Partnership initiatives, and providing basic tax exemptions on CSR-related matters. More context-related conclusions emerged: mapping the sectors in Jordan turned out to be more complex than anticipated, due to the overlap of the sectors. Additionally, establishing political alliances with royal family members appeared to be a driver for CSR in Jordan. Strong individual leadership in all sectors was also deemed a stronger driver for CSR. Finally, participants perceived a failure of governance and poor state capacity to be obstacles to developing CSR in Jordan, contradictory to what the literature assumes (i.e. that governance gaps drive CSR). Such matters present areas for future research to better understand where the government stands in relations to CSR in Jordan and other Muslim developing countries.

Dedication and Acknowledgments

I can't but start this part with thanking God for giving me the strength and patience through the past very challenging years. This piece of work has witnessed life-changing events for me personally, and realising that I am actually at the last stage of writing the dedication before submission does indeed tell me to tap my shoulder and say well done, you have made it this far!

I dedicate these years of hard work to my precious family, my parents, my brothers Yazan & Zaid, my sisters Zein, Majd, & Banan: your prayers, inspirational and timely advice coupled with your continued total support and encouragement have provided me with the enthusiasm and confidence required for concluding my doctoral studies and completing this dissertation. I was very privileged to have my other family of great friends: Reem, Dina, and Sara, I love you so much and I wouldn't have made it without your support.

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I can't but finish this with: mama, this is for you because of you. I love you beyond love.

Author's Declaration

I declare that the work in this dissertation was carried out in accordance with the requirements of the University's Regulations and Code of Practice for Research Degree Programmes and that it has not been submitted for any other academic award. Except where indicated by specific reference in the text, the work is the candidate's own work. Work done in collaboration with, or with the assistance of, others, is indicated as such. Any views expressed in the dissertation are those of the author.

SIGNED: DATE: 9th December 2019

Contents

Glossary of Terms

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BPD: Business Partners for Development

CBSR: Canadian Business for Social Responsibility

CSOs: Civil Society Organizations

CSP: Corporate Social Performance

CSR: Corporate Social Responsibility

EPA: Environmental Protection Administration

FDI: Foreign Direct Investment

GCC: Gulf Corporation Council

GFD: Governorates Fund for Development

GONGOs: Government Organized Non-Governmental Organizations

JOD: Jordanian Dinar

JOHUD: Jordanian Hashemite Fund for Development

JRF: Jordan River Foundation

HFDJB: Hashemite Fund for Development of Jordan Badia

KAAE: King Abdullah Award for Excellence

MENA: Middle East and North Africa

NEDLAC: the National Economic Development and Labour Council

NGOs: Non-Governmental Organizations

PPP: Public Private Partnership

PR: Public Relations

RONGOs: Royal Non-Governmental Organizations

SR: Social Responsibility

UNHCR: United Nations High Commissioner for Refugees

UJRC: Al Urdun Al Jadid (New Jordan) Research Centre

WBCSD: the World Business Council for Sustainable Development

ZFD: the Zakat Fund Directorate

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CHAPTER (1): Introduction

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1.1 Background

Corporate Social Responsibility (CSR) as a term was used in the early 1950s (Freeman, 1984). Empirical and conceptual CSR literature mainly attends to issues related to developed nations (Jamali, 2010; Gugler & Shi, 2009) and therefore little research on CSR in developing countries was undertaken, leaving many aspects unidentified (Muthuri & Gilbert, 2011). Within the relatively scarce literature addressing developing countries, studies of the Arab region are the scarcest (Ward et al., 2007; Visser, 2006). A thorough review of studies on developing countries (Willi, 2014) analysed a book chapter and fifty-two journal papers ranging from 2002-2014 included only one study from the Arab region (Lebanon) (Jamali, 2010). Developing countries, specifically those in the Arab region, clearly have their own economic, social, and political issues that differentiate the drivers for CSR, as well as the way in which it is approached and conducted, from those of developed nations (Jamali, et al., 2009; Bichta, 2003). So far, explanations have not been proposed to address the significant factors and players that control CSR in developing countries (Ite, 2004; Fox et al., 2002; Ward et al., 2007).

Among the many scholarly definitions of CSR, and addressing the importance of the unique characteristics of Jordan (a so-called 'Third World' aid-dependent country), the World Bank's definition will be adopted, given its relevance to the country's economic, political and social setting, and its frequent use in the literature on developing countries in general and Jordan in particular:

> Corporate Social Responsibility is the commitment of business to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development.
> (World Bank, 2003, p. 1)

In the Middle East in general, CSR has been introduced to different industries and corporations over the past thirteen years. In Jordan specifically, CSR-related events and activities have been in existence since 1998 (Jordan Business Monthly, 2005). Jordan is

regarded as a small developing country with a limited pool of natural resources (especially water and oil). This is coupled with the major problem of being strongly dependent on aid (Sharp, 2011). Despite the volatile region around Jordan, it enjoys a high degree of stability, has good relations with all its neighbours and a substantial level of national security (Foreign & Commonwealth Office, 2009).

In Jordan, the king holds executive authority, which is exercised through the prime minister and the Council of Ministers, or cabinet. King Abdullah II prioritized economic reform during the first year of his reign in 1999. CSR has become more important in the Jordanian context because of the widespread privatization program that started in 1996. The program aimed to rebalance the role of the public sector in the economy by reducing the Jordanian government's stake in industries that had previously been dominated by state-owned enterprises. The program aimed to generate competition in the market, attract Foreign Direct Investment (FDI), allow the private sector to contribute to infrastructure investment, develop the Jordanian financial market, and most importantly limit the role of the government to that of a regulator. The privatization program included both the service and industrial sectors: the Public Transport Corporation; the Water Authority; the Jordan Tourism and Spa Complex; Royal Jordanian; Royal Jordanian Aviation Academy; Aqaba Port; the electricity sector; the minerals and mining industry; and the postal service, amongst others (Khrisat et al., 2012). Privatization has led to concern about disreputable practices and therefore the social and economic obligations of businesses.

Even though the Jordanian government has successfully implemented the aforementioned privatization initiatives, there has been no evidence of promoting any clear CSR policies, or other, more general policies to regulate and assure reliable business conduct in the private sector. However, there have been sporadic efforts from various civil society actors in Jordanian society, such as NGOs and international agencies, to support CSR. NGOs in particular have been actively leading national training programs and workshops on CSR since 2008 and seem to be the only noticeable advocates for CSR in Jordan.

This dissertation aims to explore CSR practices in Jordan, an Arab Muslim developing country, with specific consideration of its particular circumstances and setting

while focusing on the role the Jordanian government has been playing within the movement of CSR.

1.2 Context

The Hashemite Kingdom of Jordan is a small country, with a unique strategic location in the centre of other countries that are home to Muslims, Christians, and Jews. Jordan has long been a vital player in the balance of power in the region. Moreover, Jordan served as a focal ally to the United States, being the only Arab Country other than Egypt who signed the peace treaty with Israel. Jordan's population today is 9.9 million[1] and gender distribution is fairly even at 52% male, 48% female. The country is young, with 40% of the population under the age of 15, and only 3% over the age of 65. 93% of the population are Sunni Muslims; 5% are Christians, while the remaining 2% are Shi'ites (The World Bank, 2014).

Due to the high instability in the region, Jordan's economic prospects with its limited natural resources were not realised. The Kingdom is highly aid-dependent, yet the economy is growing. Jordan doesn't have any oil within its lands, unlike wealthy Gulf Corporation Council (GCC) countries. Jordan's natural resources are mainly phosphates, potash and agricultural produce. However, Jordan's competitive advantage is in its professional services and tourism sectors. Foreign aid is core to the survival of Jordan and the main funders are the USA, Europe and the Gulf Corporation Council (GCC) states. Moreover, Jordan is very proud of its education and health systems as they are considered the best in the region (BBC, 2014).

The Kingdom is, according to its constitution, a parliamentary system with a hereditary monarchy. The Parliament of Jordan consists of two Chambers: the Chamber of Deputies, and the Senate. The elected Chamber of Deputies can initiate legislation, but it must be approved by the Senate and government, which are both appointed by the King (Kinghussein.gov.jo, 2013). Power rests with the King, who also appoints the Prime Minister and can dissolve the House of Deputies at any time. Furthermore, the King is not obliged to appoint a Prime Minister or form a government from either the majority

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[1] These statistics include Syrian refugees, who form approximately 14% of the population.

political party or the Parliament and may prefer to rely on his own loyal supporters. Moreover, the King signs and executes all laws: this is not a purely ceremonial role. He appoints and may dismiss judges by decree, approves amendments to the constitution, can declare war, and commands the armed forces. His veto can only be overridden by a two-thirds vote of both houses of the National Assembly (European Forum for Democracy and Solidarity, 2009).

Following his father, the late King Hussein, who ruled the country for 46 years, King Abdullah II assumed his constitutional powers as monarch on 7 February 1999. King Abdullah has made the welfare of Jordanians the cornerstone of his policies for national development, regional peace and global coexistence. He has espoused an ambitious, progressive vision for the nation based on political openness, economic and social development and values of peace and tolerance taught by Islam (Alazzam, 2008). King Abdullah believes that political development cannot be separated from its partner economic growth. Jordan went through political liberalisation reforms, including laws amendments like the new election laws, democratic pluralism, judicial reform, political parties laws and human rights. He has witnessed extensive educational reforms that endorsed Jordan with highly capable and innovative youth to support the private sector and allow for exporting professional services to the region and the world. In his own words,

> Jordan's success will be incomplete as long as the people of the Middle East live with regional conflict, which is an obstacle to cooperation and exchange, and a threat to the confidence, security and rule of law on which healthy economies are built.
> (King Abdullah II Official Website, 2014)

As mentioned, as part of Jordan's long term sustainable development plans, in 1996, the Jordanian government implemented the privatization program as means to allow for the liberalization of the national economy and increasing foreign capital and aid inflow. King Abdullah II is constantly calling for reforms from international aid institutions like the International Monetary Fund and the World Bank to assure the maintenance of stability in Jordan. The National Agenda was developed in 2005 to chart a long-term path utilising an integrated economic, political and social framework that would assure opportunities were available for all Jordanian citizens. In 2011 with the Arab Spring revolts, Jordan also

witnessed some riots in its major cities. While Jordan prides itself on its reputation as one of the safest countries in the region, terrorist attacks in 2005 ruined Jordan's reputation. The suicide bomb attacks killed dozens of people in three 5-star hotels in Amman, carried out by Iraqi Islamic militants. The government assumed that these targets were chosen due to Jordan's stand against terrorism and peaceful relations with Israel. The Palestinian conflict affects Jordan more than any other country in the region given the Jordan's internal security, as well as potential demographic shifts. The Kingdom therefore has a strong interest in achieving a Palestinian-Israeli peace while abiding to the principles of equality and mutual benefit (Jarrah, 2009).

The issue of refugees and the resurgence of Islamic militancy in neighbouring Syria and Iraq present serious security challenges for Jordan. Migration affected Jordan's economic, political, and social stability significantly ever since the Palestinian exodus of 1948. Jordan didn't only host Palestinians, it was home for the Lebanese during the 1975-1991 civil war, and Iraqis since the Gulf War in 1991 and in the last decade post the American military intervention in 2003 (Chatelard, 2010). More recently, the rebellion that took place in Syrian in 2011 against Assad created a new immensely damaging chapter. The UNHCR recorded 640,000 Syrian refugees in Jordan, while the government claims the more accurate total to be double that. The incurred costs for a poor country like Jordan are huge, Jordan's suffers from scare water and oil resources, the country is crippled with its national debt and energy costs, and struggles with one of the highest youth unemployment in the region (The UN Refugee Agency, 2018). To accommodate, the education and health sectors have suffered from operating double shifts. Though much international aid has been promised, so far it is several hundreds of millions of dollars short of the total needed (Black, 2014). Today, Jordan has the second-highest refugee's population in the world, at 89 refugees per 1,000 inhabitants. Most Syrian refugees live in urban areas in Jordan and over 80% live below the poverty line. 51% of these refugees are children, and 4% are elderly (The UN Refugee Agency, 2018). This situation can be considered an economic, social, environmental, health and educational crisis for a small developing country like Jordan. In the current state, catalysing CSR initiatives, especially of the philanthropic kind, would be among the favoured solutions to the issues at hand (Visser, 2008).

The concept of civil society is relatively new in Jordan. In the 1990s civil society organizations in general, and human rights organizations in particular, began to flourish. With the introduction of democratic reforms, human rights issues began to occupy a central place in the political discourse (The World Bank, 2014). Through political change, Jordan's government equipped citizens to become active participants in civil society, leading to the emergence of Civil Society Organizations. Most organizations tackled sensitive issues, such as human rights and political expression. One of the more recent figures reported in a local newspaper, the number of registered NGOs in Jordan has reached 2,856 (Al Arab Alyawm (Arabs Today), 2014). However, because of the high levels of bureaucracy in Jordan, the government has tried to preserve control over its civil society agents. Hence, the state created its own regime-controlled NGOs, to impose authority and domination of international aid that is expected to benefit CSO directly. Such organisations are labelled 'Government Organized Non-Governmental Organisations' (GONGOs) (Wiktorowicz, 2002, p. 85). Some of the most common GONGOs are *zakat* (almsgiving) committees; they tackle community needs by collecting Islamic donations and giving out *zakat* money to those who need it. Another well-established example of GONGOs are 'Royal Non-Governmental Organisations' (RONGOs) (Wiktorowicz, 2002, p. 85), headed by a member of the royal family. They are the largest NGOs in Jordan in terms of establishment and outreach. The very first NGO in Jordan is a RONGO, which was established in 1977: the Jordanian Hashemite Fund for Human Development (JOHUD). It is chaired by Princess Basma Bint Talal, the sister of the late King Hussein.

Civil society organizations in Jordan, regardless of their nature, continue to face struggles fundraising, legislative constraints, limitations in institutional capacity, and poor domestic constituency. Restrictions (legal, institutional, and practical) imposed upon the citizens' freedom of association have prevented the public's latent support for change from being mobilized by civic groups (Alhourani, 2010).

1.3 Research Aims and Questions

This dissertation will review the Western theoretical construction of CSR and will delve into existing research on CSR in developing countries, while focusing on the limited literature that relates to the Middle East. It will then establish a model that will be tested

for its applicability in understanding CSR motives, drivers, approaches and practices in Jordan. CSR is an underdeveloped concept in the Arab World generally and Jordan more specifically. Given the particular characteristics of Jordan in terms of its social and economic development and religious culture, the aim of this dissertation is to explore and identify how different drivers of and approaches to CSR affect the presence and role of government in the CSR arena in Jordan. The research will be predominantly exploratory in nature and is expected to be the first of its kind to map the relationships between the government and the private sector and civil society, revealing the nature of government involvement within CSR practices. Accordingly, the purpose of this research was to tackle an issue that seems to have previously been overlooked (ESRC, 2011).

The aim of the dissertation, therefore, is to explore the following question: *What is the role of the government in relation to Corporate Social Responsibility in Jordan, given its context as a developing Muslim country?*

In order to answer the research question, a review of Western literature on the concept of CSR, debates, drivers, and approaches will be undertaken, with a focus on research on developing countries and Middle Eastern nations. Literature on the role of the government and different sectors within CSR in the world generally and Jordan specifically will be reviewed. Any available relevant and existing policy documents, legislation and regulations on CSR in Jordan will be analysed.

Accordingly, the study will propose (if appropriate) a theoretical framework that is applicable in the Jordanian context to answer the main question of the dissertation. Data collection will address the current awareness level among the Jordanian government, civil society, and private sectors with regards to CSR theory and practice; drivers and approaches that shape CSR practices in Jordan; and the Islamic approach towards CSR in Jordan. The study will explore the relationship between the government and other significant actors in Jordan's civil society, such as NGOs, international agencies, and the media; utilising the relational CSR model and Identify case studies from the Jordanian private sector through which the role of the government will be explored in more detail.

This dissertation will consist of six chapters, as follows:

- **Chapter Two** discusses the literature review of CSR from the perspective of Western and developing countries. It also addresses the different drivers and approaches to CSR conduct with special focus on developing countries' literature. It will highlight different theoretical proposals on the role of the government in order to present a 'Relational CSR model' that will be used to answer the research question of this dissertation.

- **Chapter Three** presents the methodological theoretical and practical issues encountered in the process of carrying out this research.

- **Chapters Four and Five** present and analyse the data findings. **Chapter Four** analyses findings on the general awareness and understanding of the concept of CSR in the three different sectors in Jordan. It also addresses the internal drivers and approaches to CSR conduct in Jordan, with specific focus on religious Islamic CSR approach.

- **Chapter Five** presents CSR applications and collaboration in Jordan in and between the three different sectors utilising the relational CSR framework. It later discusses the role of the government in Jordan in the CSR arena while also presenting findings from the research sample to improve practices in the future and propose future research areas.

- **Chapter Six** presents the conclusions and contributions of this dissertation while recommending future research ideas to better explore and understand CSR in the Arab World generally, and Jordan specifically.

CHAPTER (2): Conceptual Framework

2.1 Introduction

This chapter introduces the theoretical concept of CSR by briefly discussing its evolution, definitions, motivation, main arguments and debates, and approaches. The chapter explores the relevant literature on CSR in developing countries, discussing the unique challenges and drivers, before delving into the literature relevant to the Arab World, and then critically analysing and reviewing all available literature on CSR in Jordan. Finally, literature on the role of government in CSR is explored within the developing countries' context and 'collaboration theory' (Gray, 1989) is introduced to explain the relevance of relational CSR (Lozano et al., 2005). These theories, along with approaches and drivers, are used in the research model to investigate how Jordan's status as a developing country affects the role of the government in the development of CSR in terms of both understanding and practice.

2.1 Corporate Social Responsibility

In 1953 Howard R. Bowen published his landmark book *Social Responsibilities of the Businessman,* which arguably marks the foundation of modern literature on CSR (Carroll, 1999). Bowen maintained that social responsibility is not a 'panacea' for the ailments of modern business and society interaction, but that it should serve as a guide to business processes in the future. Carroll (1999, p.270) suggested that Bowen be considered the 'Father of Corporate Social Responsibility'.

During the 1960s, great strides were made in more accurately defining and formalising CSR. Davis referred to CSR as 'businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest' (1960, p.70). McGuire (1963, p.144) agreed, claiming that 'the idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations'. Davis (1960) and McGuire (1963) support earlier definitions (European Commission, 2001; Dahlsrud, 2006) that stressed the importance of voluntariness and altruism in CSR. One commonly-cited

definition stresses voluntariness and altruism, stating that CSR is 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis' (European Commission, 2001, p. 6). According to Dahlsrud (2006), voluntariness refers to an intention to implement CSR practices that goes beyond legal obligation, which is one of CSR's main features. Rollinson observes that 'it is always difficult to tell whether behaving ethically towards external stakeholders is prompted by altruism or self-preservation' (Rollinson, 2002, p. 44). It has been argued that engaging in CSR is always driven by self-interest (Moon, 2005) and the moral question remains as to whether businesses conduct CSR activities for economic gain or for ethical reasons. Utilitarian arguments suggest that morality is concerned with doing good while preventing bad, and moral agents, such as corporations, are expected to contribute to the wellbeing of the communities in which they exist, including the environment, and all those involved (Singer, 1993).

In later years, Carroll (1979) emerged as a prominent figure in developing a CSR framework. In his model, Carroll (1979) collated previous research into what he described as the four responsibilities of CSR: economic, legal, ethical, and discretionary. While his model is generally accepted by scholars (Wartick & Cochran, 1985; Wood, 1991; Ronald et al., 1997; Visser, 2006), no empirical research was conducted to determine how CSR was perceived by practitioners. Carroll later developed a pyramid to explain the different responsibilities expected of managers by the societies in which they operate (Carroll, 1991) (Figure 1) and explained that (1983, p. 608),

> Corporate social responsibility involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially responsible means that profitability and abiding to the law are foremost conditions when discussing the firm's ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent.[2]

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[2] www.csrquest.net/imagefiles/CSR%20Pyramid.jpg
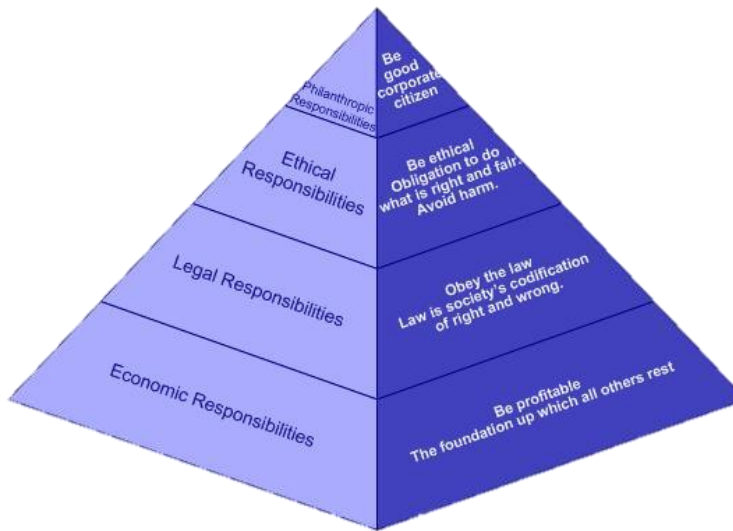
The first layer is economic responsibility and refers to a corporation's obligation to produce and sell goods and services as needed by society. Businesses have a responsibility to their shareholders, who mandate a significant return on their investments; they are also obliged to provide a safe working environment and fair pay to their employees, and obviously they are responsible for providing customers with good quality products or services at a fair price. The second layer is legal responsibility, which demands that corporations abide by the regulations imposed upon them. Carroll (1991, p.337) initially explained the third layer (ethical responsibility) as 'what is generally expected by society over and above economic and legal expectations. Ethical responsibilities are not imposed by law, but rather via the expectations of the public and government. Finally, at the top of the pyramid is the discretionary philanthropic responsibility, focused on charitable offerings such as enhancing the overall standards of living of the employees, and contributing to the local societies and communities where they operate.

During the 1990s, analysis of CSR focused on the role of stakeholders. This required researchers to characterise CSR more clearly and led to the expansion of the meanings of CSR. Instead of one main category, the stakeholder framework encouraged the creation of a multitude of new categories of CSR in an attempt to mirror the extensive variety of stakeholder relations and interests (Swanson, 1995). A report published by the Conference Board of Canada defined CSR in terms of the relationships between a business and its

stakeholders, including customers, labour, communities, suppliers, the state, owners, media and competitors (Khoury et al., 1999).

Today, CSR has a large number of definitions. Cramer et al. (2004) conducted research among eighteen Dutch companies aiming to clarify and develop the meaning of the term Corporate Social Responsibility. Various definitions were presented, with the most frequently agreed definition calling for a balance between the three Ps: People, Planet, and Profit (Salamon, 1992; Carroll, 1999; Marsden, 2001; Penny, 2001; Post et al., 2002; IBLF Members, 2003; Cramer et al., 2004).

2.2 Approaches to CSR

There have been several approaches proposed to the understanding and application of CSR in the literature ever since the emergence of the term (Windsor, 2006; Brusseau, 2012; Karam & Jamali, 2015). However, the literature seems to slide between different understandings and applications of CSR, rather than a clear-cut vision of what the term means, or what is meant by an 'approach' to CSR (Wartick & Cochran, 1985; Wood, 1991; Ronald et al., 1997; Visser, 2006). Below are some of the more nuanced approaches and theories.

2.2.1 The Economic Approach

The most commonly recognized approach to conducting CSR is the economic approach, as it refers to a business's responsibility to make money. It considers the application of theory of supply and demand to reach equilibrium to generate profits, a core theory in economics. Companies that don't make profits are doomed (Brusseau, 2012), and the application of the theory forms the core of Friedman's (1962) opposition to CSR since the term CSR emerged. Friedman argued that the social responsibility of businesses is to deliver their expected goods and services to the public, and stressed that by distracting themselves with CSR activities, private businesses would not be able to optimize their offerings. Building the business case for CSR within management scholarship prevails. These discussions usually support the view that perceives the sole goal of business to be profit and wealth generation (Garriga & Melé, 2004) or the possibility of developing and implementing value-adding approaches to CSR (Porter & Kramer, 2011). Such discussions

reflect how CSR transformed from being insignificant and inapplicable (Lee, 2008) to a common and popular approach to conducting business practices. Pioneering businesses of all sizes are championing CSR activities and strategies as they reflect an innovative approach to their role in supporting societies and communities (Jamali & Mirshak, 2007). Kurucz et al. (2008) further highlighted that CSR can add to profit in four ways: (1) reducing cost and risk; (2) strengthening legitimacy and reputation; (3) creating win–win situations through synergistic value creation; and (4) building competitive advantage. Arguments on cost and risk reduction assert that CSR may allow a business to claim tax benefits or evade strict regulation, and ultimately lower costs. A business may also avoid conflict with its stakeholders by conducting CSR practices. The arguments on CSR creating a legitimate and reputable corporation claim that CSR endorsing companies indicate that it can both be profitable and address and meet the needs of its stakeholders utilizing the function of PR within their organizations. Synergistic value creation notions state that responsible practices present businesses with unexpected opportunities, while competitive advantage arguments argue that CSR activities present a business with the chance to achieve marketing goals and objectives based on the strong relationships with stakeholders that garnered their support and loyalty. Such arguments form some of the basic economic justifications supporting the economic approach to CSR.

McWilliams and Siegel (2001) proposed a different supply and demand perspective to CSR under 'the theory of the firm'. They established a framework with a hypothesis that a firm's level of CSR contribution will depend on a number of factors such as 'the firm's size, level of diversification, research and development, advertising, government sales, consumer income, labour market conditions, and stage in the industry life cycle' (McWilliams & Siegel, 2001, p. 117). They suggested that there is an 'ideal' level of CSR, where managers can determine via the application of cost-benefit analysis, and concluded that a neutral relationship between CSR and financial performance (McWilliams & Siegel, 2001). CSR activities should be decided upon like any other business attribute, with careful measurement of cost and forecasted return. CSR decisions should be made depending on the nature of the product and the added value of the social involvement. For instance, in some cases where products benefit from the economies of scale option, CSR as a strategy for cash flow may be proposed to add value (Waldman et al., 2004). Moreover, Porter and

Kramer (2002) encouraged businesses to become more astute in their philanthropic ventures, claiming that such ventures could potentially become priceless future investments that may help firms survive, grow and create a sound corporate reputation. They argued that the implementation of strategic philanthropy presents fresh prospects for innovation, the opportunity to enter new markets and increases the chance of building valuable social relationships that enhance a business's reputation. Hart (1995) reflected a different advantage to CSR with his argument that, given the environmental issues facing the world, firms may attain competitive advantage if they are able to link sustainability and business strategy together.

Much research in this stream focuses on developed countries (North America, Japan and Europe), along with increasing attention to cases in larger emerging countries as Indian and China. Aguinis and Glavas (2012) developed a review on CSR research in mainstream management and business journals, showing that research was mainly quantitative. The review explained that economic and ethical approaches to CSR were presented as separate arguments, in agreement with the common justification of 'social behaviour in economic terms' instead of highlighting it is value 'as integral to a healthy capitalist business system' (Kurucz et al., 2008, p. 99).

Within this approach, Carroll's (1999) pyramid addressed the social contract theory at large, while Freeman's (1984) stakeholder theory captured the sphere of influence concept. Scholars have highlighted the aforementioned theories shaped the debates about CSR in mainstream literature (Matten & Crane, 2005; Spence et al., 2014). As mentioned, most theories related to CSR highlighted the economic profit related aspect to its applications. Carroll's (1999) pyramid illustrated that corporations are responsible for conducting profitable operations and being legally, ethically, morally, and socially supportive of their communities and societies. The pyramid sets the economics as the foundation, as expected. Freeman's (1984) stakeholder theory also stated that corporations have a social responsibility to consider all stakeholders influenced by corporations' businesses (e.g. government, civil society organizations, shareholders, staff, media, clients, owners, suppliers, societies, communities, and owners). Accordingly, the stakeholders map shapes corporations' sphere of influence. The larger the company, the larger its sphere of influence.

Refining and developing the concept of CSR from an economic perspective gave way to extensive research on other aspects of CSR. In the 1980s this led to research into themes such as corporate social responsiveness (Wartick & Cochran, 1985), corporate social performance (McGuire et al., 1998), public policy (Manheim & Cornelius, 1986), business ethics (Robin & Reidenbach, 1987), and stakeholder theory/management (Cornell & Shapiro, 1987). Interest in CSR began to take many different forms and incorporated many differing economic ideas, models and themes (Frederick, 2008). It is noteworthy that whilst Friedman's (1962) views on CSR were highly contentious because he prioritized profitability over all other aspects of business processes, nowadays most arguments for CSR praise its direct link to enhanced business performance, competitive advantage, reputation, and ultimately profitability (Porter & Kramer, 2002; Foo, 2007; Kurucz et al., 2008).

Research on CSR in the Arab region mostly suggests a diverse, exploratory economic approach. In Egypt, for instance, a number of studies tackled the effect of CSR on various business performance factors such as reputation (Tolba el al., 2011), competitiveness (Eraqi, 2010), consumer behaviour intentions (Kolkailah et al., 2012), and sustainable development (Ragab, 2010). Jamali (2008) looked at CSR and its economic and social effect on the different stakeholders in Lebanon. Studies were also conducted analysing CSR from different perspectives including ownership structure (Soliman et al., 2012), and human resources (Zoweil & Montasser, 2012). A number of case studies were also conducted on various countries in the Gulf area, tackling similar issues; they examined the links between CSR and business performance (Rettab et al., 2009), productivity (Aguilera et al., 2007), and employee welfare (Zachariah et al., 2002; Budhwar & Mellahi, 2008; Farhad & Slobodian, 2012). Research themes and tested relationships are, however, relatively similar across countries.

2.2.2 The Political Approach

In recent decades, businesses, particularly multinational corporations (MNCs), have started to examine the more political roles traditionally performed by governments (Margolis & Walsh, 2003; Matten & Crane, 2005; Scherer & Palazzo, 2011; Whelan, 2012). They were active in countries where governments failed to perform their expected functions in certain sectors (Rosen, et al., 2003), such as education, human rights, social security and addressing critical public welfare issues such as malnutrition, homelessness and hunger (Matten & Crane, 2005). Similar situations arose in terms of defining ethical codes (Cragg, 2005), saving the natural environment (Hart, 1995; Marcus & Fremeth, 2009) and contributing to peace and stability (Schipani & Fort, 2004) 2004). In 2000, the United Nations Global Compact (UNGC) was established as a call for companies all around the world to 'align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals' (UN Global Compact, 2017, p. 3). Over 12,000 signatories from 170 countries, have committed to the ten guiding principles in the UNGC, among the Arab countries Jordan was the second (United Nations Global Compact, 2017). The Compact is expected to aid companies today in filling the regulatory vacuum that has emerged due to increased globalization. Globalization can be defined as a 'process of intensification of cross-border social interactions due to declining costs of connecting distant locations through communication and the transfer of capital, goods, and people' (Scherer & Palazzo, 2011, p. 18). Globalization has led to fierce competition between companies, increased transnational interdependence among social and economic agents, and led to rising opportunities and risks (Beck, 2000). Moreover, the reduction of barriers to trade, technological advancements, socio-political developments (such as migration), and fostering foreign direct investment, among other political decisions, play critical roles in accelerating globalization (Cohen & Kennedy, 2000; Whelan, 2012).

MNCs have flourished in the past decades, imposing more power and engagement where they operate (Roach, 2005; Dunning & Lundan, 2008), and given constant global change, normative demands from them have also changed (Kobrin, 2005). Literature in Business Ethics and Business and Society, for example, suggests that globalization has empowered MNCs politically, and made governments less powerful. This specific notion in

literature includes writings on 'extended corporate citizenship' (Matten & Crane, 2005), the 'political conception of corporate responsibility' (Scherer & Palazzo, 2011), and 'corporations as government' (Crane, et al., 2008) . This is addressed by 'political' corporate social responsibility (PCSR). Whelan (2012) argues though that PCSR is not a consequence of globalization, but rather a potential form of it.

> PCSR entails specific business activities that turn corporations into political actors, by engaging in public deliberations, collective decisions, and the provision of public goods in cases where public authorities are unable or unwilling to fulfil this role. This includes, but is not limited to, corporate contributions to areas of governance such as public health, education, public infrastructure, and the enforcement of social and environmental standards along supply chains, the fight against global warming, corruption, discrimination or inequality. These engagements are considered responsible because they are directed to the effective resolution of public issues in a legitimate manner, often with the (explicit) aim of contributing to society or enhancing social welfare, and are thus not limited to economic motivations. (Scherer, et al., 2016, p. 276).

Economics scholars strongly criticised such practices (Henderson, 2002) as they are not part of the business 'mission' (profit), which is their primary economic responsibility (Carroll, 1999) according to the theory of the firm (Sundaram & Inkpen, 2004). These practises exceed the general expectation of CSR's role in addressing societal needs (Carroll, 19991; Whetten et al., 2002). These activities show the increasing engagement of businesses in the regulation of the global market and producing global public goods (Kaul et al., 2003). Matten and Crane (2005), however, highlight the importance of not allowing corporations to become so powerful that they assume a state-like role. Marshall (1965) further elaborated that certain governmental roles have also been taken by businesses, such as the protection and implementation of citizenship rights. This supports Davis's (1973) warning about the risk of allowing the private sector to acquire 'social power' over and above the economic power it already holds.

Moreover, in global society, businesses have become critical political agents (Matten & Crane, 2005; Scherer & Palazzo, 2011; Scherer, et al., 2016). Globally, national governments and international institutions are incapable of undertaking either the regulation of the global economy or the provision of global public goods on their own. Yet, with the aid of civil society agents and business corporations, the process of global

governance and rules are expected to be set (Braithwaite & Drahos, 2000). Such contributions are made on a voluntary basis, especially in instances of weak or absent governmental enforcement.

Existing literature hasn't integrated the political expectations from corporations into the different theories; rather, the economic approach stands alone, clearly distinct from the political and social paradigms (Sundaram & Inkpen, 2000). While there is more recent research in business ethics and CSR practices, which presents a different approach to the economic view, such research (Donaldson & Preston, 1995) hasn't been part of a comprehensive paradigmatic framework or approach, and was not associated with any existing relevant disciplines such as law, international relations or political science. These disciplines have discussed the political role of corporations and the sector intensively, and frameworks are already available.

Discussions on the political perspective of CSR have just evolved within a few CSR related disciplines such as business ethics, humanities and social sciences (Frynas, 2015). Furthermore, it is considered that the political activities of MNCs are of pressing and obvious practical concern. Accordingly, further development of PCSR theories is needed, and support for the prospects of positive influence MNCs and global governance structures, especially in the context of developing countries (Whelan, 2012). However, a case from the Arab world literature (Selvik, 2013) seems to present an amended approach to PCSR, when the private sector is collaborating with the government to gain political affiliation with the government rather than highlighting its failure and addressing it. Selvik (2013) referred to the government whilst comparing the prevalence of CSR in Syria and Dubai. The reason for choosing these two countries was the fact that they were very different in terms of their adoption of the CSR concept. Selvik found that CSR initiatives were mainly driven by entities connected to the governing authorities in the respective countries. Selvik (2013) claimed that private sector companies, particularly MNCs, embraced government-affiliated CSR initiatives in an effort to gain favour with officials and not to claim state-like responsibilities.

2.2.3 The Religious 'Islamic' Approach

While the political perspective on CSR is more of a broad approach, there are other approaches more closely related to the context of the countries where CSR is practised. Such contextual matters include culture and religion. The religious (Islam, in Jordan's case) approach to CSR is one such.

Social enterprise or business, stakeholder theory and CSR are new paradigms which propose the world becoming more 'selfless/social capitalism' and being less 'selfish/capitalism'. Yet, such approaches and beliefs are an integral component of business for Muslims. Bowen (1953) indicated that the idea of demanding social responsibilities from corporations was an interest of many Puritan and Protestant writers. Indeed, the Federal Council of Churches of Christ in America, an interdenominational agency consisting of around thirty Protestant and Orthodox Church bodies, was the commissioner of Bowen's book. His book was part of Christian Ethics and Economic Life, a larger six-volume study intended as 'an investigation of economic life and its relation to spiritual and moral values' (Bowen, 1953, p. 1). Therefore, the existence of CSR concepts within different religious beliefs existed before the term even emerged.

The Arab world is generally guided by Islamic values and principles, which leads to superficial resemblances between traditional business cultures and fundamental principles of CSR. Zinkin (2004) explored the relationship between Islamic teachings and CSR, theorizing that Islam recognizes that organizations and institutions should base their actions upon consultation, public consent and the provision of basic human rights to all stakeholders. These actions therefore conform to the moral principles revealed in Islamic teachings such as the Qur'an, Sunnah and Hadith (the fundamental Islamic texts and guides) (Zinkin, 2004). Islam also embodies fairly similar perceptions of work, with many passages of the Qur'an encouraging business-related and economic activities (Lewis, 2001). Every person is obligated to work within Islam (Rahman, 1994; Lewis, 2001), which is seen as essential for an individual's growth and purification (Gambling & Karim, 1991). Prophet Mohammad preached that a rich person cannot sleep contentedly while their neighbour sleeps hungry. Prophet Mohammad also highly encouraged the practice of *Qard Al-Hasan*, *sadaqah* and *waqf* as tools to contribute to poverty alleviation (Abdullah, 2012). *Sadaqah* and *waqf* are payments from wealthy people to the poor, made in order for the

rich to perform their duty towards 'one brotherhood' (Abdullah, 2012) which is the equivalent of charitable philanthropic donations; the discretionary and more importantly the voluntary pillar of CSR. Muslims taking an active part in the business world should, according to Islamic law, guarantee that society and the environment suffer no harm as a result of their actions. Therefore, Muslims are required to play an active part in worldly activities, on the condition that any material development and growth should bring about social justice (Nusrate Azuz Osman Bin Mohamad, 2016). "Islam is not opposed to personal wealth, but to its accumulation at others' expense. Zakat functions to prevent accumulation and prevent exploitation or social conflict" (Dean & Khan, 1997, p. 198). Today, zakat serves as a compulsory and formal system of wealth transfer in Muslim communities (Hasan, 2006).

Zakat (almsgiving), more specifically, is the fourth pillar of Islam and requires Muslims to contribute a specific amount of their annual working capital to those less fortunate than themselves in their communities. The contributions are expected on an individual and business/corporation level. Zakat is not philanthropy; it is considered the poor people's right to access the wealth of rich Muslims. Some businesses arrange annual zakat contributions to society in an effort to meet these religious requirements. This is evident in small local businesses where businesspersons take pride in contributing to their communities (Selvik, 2013). For them, giving back is an individual duty, and cannot be a company's strategic objective. From the corporate perspective, business owners are expected to pay zakat on cash and stock only if it reaches the level of Nisaab.[3] Such Islamic duties and philanthropic acts make it complicated to differentiate between CSR practices and religious giving.

The main difference between CSR and zakat lies within the altruistic nature of giving along with voluntariness in the business context. The most common application of the term is philanthropy, which is the 'private giving of time or valuables (money, security, property) for public purposes' (Salamon, 1992, p. 10)). While the incentive behind CSR conduct nowadays tends to link CSR to profitability, zakat is supposed to be

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[3] In Sharia (Islamic Law) Nisaab is the amount one's net worth must exceed for a Muslim to be obligated to give zakat.

conducted purely for the glory of God. Therefore, in smaller rural communities, where Islamic law tends to prevail over daily conduct, the use of philanthropic activities to gain profit is frowned upon, as promoting charitable donations is seen to defy and compromise the principle of selfless giving. Accordingly, multinationals doing business in the Arab region are seen to implement and promote CSR practices more than local firms (Selvik, 2013). Confirming the application of CSR by MNCs in the Arab World, the Egyptian authors Darrag and Bassiouny (2013) created a novel Islamic CSR model, based on Islamic legislation (Shar'iah) and applied it to a successful Arab MNC with clear practices of Islamic CSR that reflected the similarities and differences between Islam and some of the basic international CSR paradigms. The relevant study quotes Wilson and Liu (2011, p. 37):

> *Muslim consumer behaviour is largely a cultural construct, which necessitates that marketers should understand Islam through the varied lenses of Muslim consumers, imperfections and all. This also separates social sciences marketing insight from Islamic scholastic Shari'ah-based postulations. As an adjunct, however, it is suggested that the two positions, like wheels of a cart, need to work in tandem – lest each is sub-optimized.*

2.3 CSR in Developing Countries

Current literature on CSR in the developing world is relatively scare in comparison to the bulk of literature on developed nations. Developing countries offer particular circumstances in which companies operate (Muthuri & Gilbert, 2011). It has been widely agreed that responsibilities tend to increase when firms operate in developing countries (Fox, 2004; Chapple & Moon, 2005; Muthuri & Gilbert, 2011). Some current literature attends to the context of developing countries (Blowfield & Frynas, 2005). Developing countries generally experience pervasive uncertainty and abrupt change (Peng, 2013).

The Sustainable Development Goals (SDGs), which are built on the successes of the Millennium Development Goals (MDGs) are 'a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity' (Sachs, 2012, p. 2208). The SDGs target many critical global issues: climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities (UN, 2006). Such aspirations are far from being achieved in many developing countries. However, many scholars have questioned 'the role of business in tackling the

critical issues of human development and environmental sustainability in developing countries' (Visser, 2008, p.473). CSR in developing countries represents 'formal and informal ways in which business contributes to improving the governance, social, ethical, labour and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts' (Visser, 2008, p. 474). CSR in developing countries is noticeably different from that practised in developed countries, due to the following factors:

i. The economies of developing countries are the most rapidly expanding, and their markets are therefore the most profitable for businesses to invest in (IMF, 2006);

ii. Social and environmental disasters are more likely to occur in developing countries (WRI, 2005);

iii. Most significant social and environmental positive and negative impact is expected in developing countries due to globalization, economic growth, investment, and business activity (World Bank, 2014); and

iv. The agenda for CSR in developing countries is distinctively different from that in the developed world.

Working towards an ideal CSR pyramid (Carroll, 1999) in developing countries, improved ethical responsibilities incorporating good governance should be prioritised. 'Governance reform holds the key to improvements in all the other dimensions, including economic development, rule of law, and voluntary action. Hence, embracing more transparent, ethical governance practices should form the foundation of CSR practice in developing countries, which in turn will provide 'the enabling environment' (Fox et al., iii) for more widespread responsible business' (Visser, 2008, p. 492).

Only a fifth of developing countries have been mentioned in the literature. The most commonly analysed and discussed are India, Malaysia, Pakistan, South Africa, and Thailand. Research addressing developing continents like Africa and Asia is becoming more evident, yet there is very little research addressing specific sectors, corporations, or even individual level research (Visser, 2008).

In order to delve further into the context of developing countries, drivers are explored in this section. Visser (2008) identified ten major internal and external drivers for CSR in developing countries, as illustrated below. Internal drivers refer to national pressures, while global pressures are external drivers. For the purposes of this study, only internal drivers will be considered, due to research limitations.

Figure 2: CSR Drivers in Developing Countries (Visser, 2008)
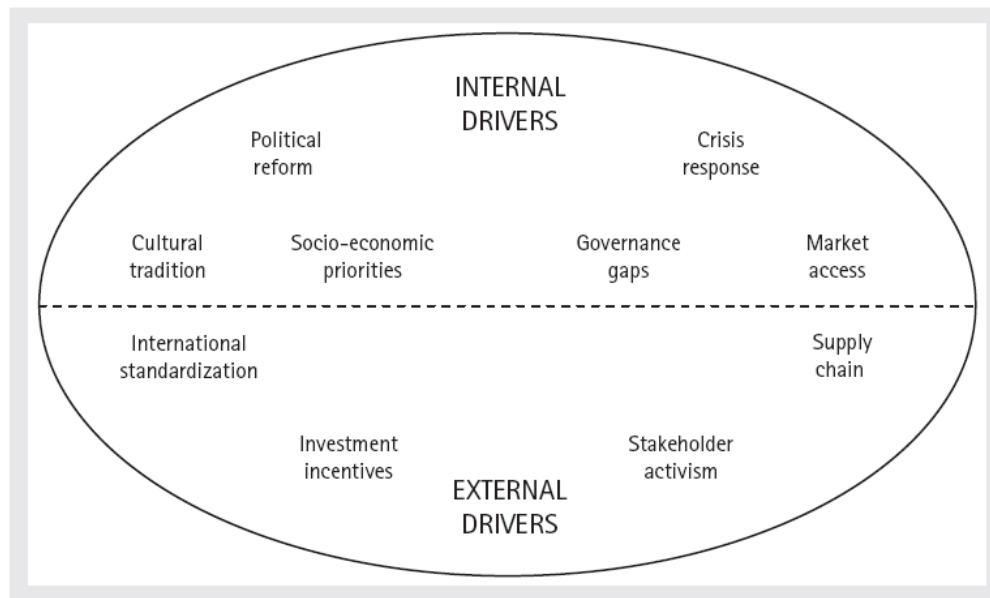
Cultural traditions are among the clearest internal CSR drivers within developing countries. CSR in developing countries was initiated by deeply-rooted indigenous cultures in which philanthropy and codes of ethics were already strongly embedded within community interactions. In particular, countries with ancient religious cultures such as Hinduism, Buddhism, Islam and Christianity have severely punished corrupt businesses and ill-gotten money (Visser, 2008). As mentioned earlier, Frynas (2005) indicated that in the fourth century BC, the Indian statesman and philosopher Kautilya reflected on business activities, as they were highly moralized. Similarly, in Africa, Visser (2006) highlights the importance of cultural traditions, suggesting that traditional philosophies are based on African humanist notions of *Ubuntu* (I am, because of you). Moreover, socio-cultural influences such as ethnic religious beliefs shape the African region's inclusive CSR

(Amaeshi et al., 2006). In the Latin American context, Vives (2006) surveyed around 1,300 small and medium-sized enterprises in the region, and his findings confirmed the importance of religious belief as a major driver for CSR. Likewise, Nelson (2003) reviewed the Asian literature, highlighting the strong alignment of Buddhist traditions with CSR. In addition, the 'Islamic' approach to CSR mentioned earlier conforms to the common CSR aspect of contributing to society in Arab and Muslim regions. Thus, the research above suggests that in both ancient and modern times, religious and cultural beliefs are major influences on the way in which corporations may choose to interact with wider society.

While culture and tradition in developing countries are critical drivers for CSR, political, economic, and social national priorities are also central. CSR in developing countries cannot be separated from the socio-political reform process, as it often drives businesses to integrate social and ethical issues into their strategic plans. De Oliveira (2006) highlights the case of Latin America since the early '80s, where political reform allowed for social and economic reforms such as privatization, democratization, and liberalization, allowed businesses to be more responsible in social and environmental matters. This illustrates one of the main reasons behind the study of CSR practices in Jordan: was the privatization reform approach transparently regulated by responsible business conduct, or did it allow for more corruption and less responsibility?

Moreover, the socio-economic environment and national development priorities are deemed to be some of the most significant factors behind business CSR conduct. In Nigeria, CSR specifically targeted poverty, hunger, healthcare and education (Amaeshi et al., 2006). The contrast between developing nations' priorities and those of developed nations is striking: consumer protection, socially responsible financing, fair trade, ecological marketing, and environmental concerns are typically pursued in developed nations. Schmidheiny (2006) mentions cases from Latin America where MNCs never target urgent national matters such as poverty and tax avoidance, while local corporations addressed the societal and environmental issues their countries face, such as air pollution, crime, illegal mining, deforestation, violence, inequality and unemployment (De Oliveira, 2006). In Jordan, the government highlighted the importance of education and asked for support from all different sectors. Most private sector CSR efforts were aimed at education (Vision Institure for Civil Society, 2014).

A common and strong driver for CSR is for the private sector to 'chip in' as the 'saviours' of the country when a corrupt, malfunctioning and weak government fails to provide various social services, such as healthcare, employment or education (Matten & Crane, 2005). Researchers argued that PCSR can easily serve as an alternative or substitute to the government. Corporations are expected to fill the gaps that governments failed to address, which was a result of accelerated liberal economic globalisation (Blowfield and Frynas, 2005). A survey conducted in Ghana highlighted that most Ghanaians expect CSR to 'fill in' when government falls short (Matten & Crane, 2005). It is therefore of critical importance to involve local corporations and civil society organizations in the shaping of the socio-economic agenda for better utilisation of MNCs' CSR programs (Middleton, 2005) to avoid the negative outcomes of Political CSR if MNCs gain too much authority.

However, many CSR efforts serve national economic, social, political or environmental issues. For example, climate change has affected many CSR initiatives worldwide (Hoffman, 2005), as has HIV/AIDS (Dunfee, 2006). The corporate response to the Asian tsunami crisis is another form of CSR response, handling catastrophic events or adverse weather conditions that have an obvious and immediate impact (Fernando, 2007). In Jordan in 2013, a heavy winter storm hit the country, and the Syrian refugees living in camps and poor conditions suffered terribly. Collaboration across sectors was almost absent. It was argued that this was due mainly to lack of understanding and implementation of corporate social responsibility at crisis times, given the partnership between all sectors (Sawalha, 2014). Many industrial accidents and disasters have alerted governments to the importance of clear strict operational policies along with CSR guidelines. For example, the case of Union Carbide in the 1984 Bhopal disaster in India (Shrivastava, 1995) is to date considered the worst industrial disaster ever, when an estimated 500,000–600,000 people were exposed to methyl isocyanate (MIC).

We might also consider Shell's response to the hanging of human rights activist Ken Saro-Wiwa in Nigeria in 1995 (Wheeler et al., 2008). Shell encouraged the government to stop Ken Saro-Wiwa protesting against Shell's exploitation of the Ogoni area, in full knowledge that this might lead to his execution. Shell was responsible for the devastation of the Ogoniland in the Niger River delta, where forests were polluted by massive oil spills and gas continually flared into one of the most noxious and polluted places. They were

also accused of a series of other alleged human rights violations, including working with the army to bring about the death and torture of Ogoni protesters (Robert, 1999). Shell's behaviour has not been forgotten by the public (Kurucz et al., 2008) and the company ended up paying compensation of $15.5m. $5m was used under their CSR strategy to set up a trust to support educational and other initiatives in the Niger delta.

Finally, accessing untapped markets is another important driver for CSR. However, this is not without flaws or critics (Hardcourt, 2004). Developing countries can also utilise CSR in accessing the developed world's markets. For instance, a major driver for CSR in international markets in Asia and Eastern Europe is competitive advantage Baskin (2006). Research in developing countries, especially those in Asia, proved that there is a clear relationship between international exposure of corporations and their CSR reporting (Chapple and Moon, 2005).

This section has shed light on some common features of CSR practices in developing countries, which have specific circumstances and issues that need to better understand corporations' CSR practices (Reed, 2002). The main internal driver, which appears to be a core factor in identifying the context of CSR practises in developing countries, is the role of the state (Fox, 2004). This reflects a shift in the approach corporations take when attempting to tackle CSR matters and the need to revisit CSR in a developing context (Blowfield & Frynas, 2005). Additionally, it is apparent that the Arab region has received relatively little or no academic attention (Realities of CSR in Jordan, 2014). CSR in the region has been understood as a concept and has been introduced in different industries and corporations over the past ten years. However, business processes vary between regions, and specifically when it comes to developing countries, like those in the Arab World, with a rich religious, cultural, economic and political index (Jordan Business Monthly, 2005).

2.4 Literature on CSR in Jordan

Whilst data on CSR in the region is relatively limited, there is case study-based literature from several countries. Yet, the more advanced and modern businesses in the Arab world that usually base their operations in urban areas are increasingly aware of CSR, 'in a fluid, undefined and un-regionalized manner' (Visser & Tolhurst, 2010, p.273). Therefore, access to data and documented practices of CSR is still quite limited in terms of both quantity and quality. Literature on CSR in Jordan is also relatively scarce; therefore, it is difficult to build up an overall picture of how prevalent CSR practices are across industries or organizations. However, eighteen academic articles were identified tackling the issue of CSR in Jordan specifically. Only twelve were accessed, as these were available to the public electronically, whilst the remainder were not accessible by any means, nor available in public libraries in Jordan.[4] However, the content of all eighteen articles will be discussed for the purposes of this literature review, given that the twelve available articles refer to the content of the other six. The twelve available studies were all exploratory in nature, claiming to be novel in their approach to the matter. In addition, a recent comprehensive study was published by the Vision Institute for Civil Society (2014).

The oldest study available was published in 1990, followed closely by four more in the 1990s. The remainder were published since 2000, the three most recent studies being published since 2014. Most of the studies employed quantitative methodology (8), whilst only one utilised a qualitative approach. A number of studies either covered the private sector in general without focus on a specific industry (6), or companies operating in the industrial manufacturing sector (6). The remainder tackled financial businesses, such as banks, accounting companies and insurance entities. Those studies that failed to go into sufficient detail on the industries they tackled did not provide enough information for the researcher to formulate an adequate understanding of the cases in question. It is a peculiarity of the literature that so many studies chose to focus on the financial industry, given that there some key industries in Jordan, such as the mineral extraction industry, where CSR practices are of more practical significance.

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[4] The researcher visited all five credible public libraries in Jordan in an effort to locate the resources, but was unsuccessful.

With regards to defining CSR within the Jordanian academic literature, as mentioned earlier, the World Bank (2003, p.1) definition was the most frequently cited:

> Corporate Social Responsibility is the commitment of business to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development.

Additionally, Ararat (2006) synthesised reports produced by authors who operated in the Middle East and North Africa region (MENA) on the notion of CSR and concluded that Jordanian reports in particular adopted the aforementioned definition. The first article available on CSR in Jordan by Abu Bakr et al. (1998) adopted Gray et al.'s (1987) definition, which highlighted the responsibilities of businesses towards their stakeholders. In contrast, the most recent article by Avina (2013) highlighted the importance of voluntariness when defining CSR (Wood, 1991a, b; Wood and Jones, 1995). Given the available studies, the literature on CSR in Jordan seems to chart the same trajectory as the broader literature, moving from obligation towards voluntariness.

Whilst all the available case studies introduced CSR in Jordan from a theoretical standpoint, only five studies delved further, elaborating upon the practice of CSR within their specific context. Al Dmour and Askar (2011) compared local and foreign companies in Jordan and assessed their CSR practices in great detail. Practices included community engagement, workplace issues, and pollution prevention. Two studies focused upon CSR practices within organizational boundaries, revolving around stakeholders (Al Bdour et al., 2010; Al Shubiri et al., 2013). These practices included training and education, health and safety, workplace diversity and work-life balance. The remaining two studies considered philanthropic CSR practices, such as charitable donations, support projects and guidance campaigns (Jamali et al., 2008; Dabbas & Rawashdeh, 2012).

Six studies investigated whether CSR had any significant effect on a business's financial performance (the economic approach). Elian (1999) explored the reality of CSR in Jordanian shareholding companies and its link to financial performance. He concluded that there was a positive relationship between company performance and the adoption of socially responsible activities. A study of the private hospital industry in Jordan was

conducted by Abu Irshaid (2006), concluding that there is a significant positive relationship between the apprehension of the concept of CSR and the financial, environmental, and social performance of hospitals. Al Dmour and Askar (2009) aimed to compare the effect of CSR on the performance of both foreign and local businesses. Their study highlighted that a positive impact was realised when CSR was practised, particularly in terms of the marketing performance for both foreign and local businesses in Jordan. Finally, Hassouneh and Alafi (2012) considered the relationship between CSR and customer satisfaction and found that CSR positively affected customer satisfaction, which in turn had a positive effect on financial performance. None of the studies that examined the relationship between CSR and financial performance in companies in Jordan found a negative effect. Strategic leadership theory was also indirectly evident within the Jordanian literature, which stated that certain traits in CEO leadership have proven relevant to the possibility of corporations' engagement in CSR: research argues that businesses led by intellectually innovative CEOs are more involved in CSR (Waldman et al., 2004). Al Mershed (1999) examined the understanding of managers regarding CSR in Jordanian industrial shareholding companies, concluding that CSR had a positive effect on organizational performance.

It is evident that since the concept of CSR in Jordan was first tackled in 1990, there has been a significant change in the subject matter of the research. This reflects the state of CSR in Jordan. Five studies sought to examine the general understanding of the concept of CSR, mainly using the economic approach, testing CSR's effect on business processes in various industries (Elian, 1994; Al Mershed, 1999; Abu Irshaid, 2006; Al Dmour & Askar, 2009; Hassouneh & Alafi, 2012). More recent literature on the economic approach of CSR also encompasses studies conducted in a comparative and regional context. As mentioned, Al Dmour and Askar (2011) compared the impact of CSR on perceived performance in local and foreign companies in Jordan. It was found that both local and foreign companies' performance were positively impacted by CSR. The only discrepancy concerned the environmental dimension of CSR: foreign companies seemed to prioritize it more highly than their local counterparts. Regionally, Jamali et al. (2009) and Ararat (2006) assessed Jordan's performance with regards to CSR in comparison to their regional counterparts. Ararat (2006) conducted analysis on CSR practices across the MENA region. He found that

CSR was becoming more evident in the region due to the recent liberalization and globalization of Arab states. CSR was perceived to add a competitive advantage to private companies operating in the region. Jamali et al. (2009) conducted a similar assessment, focused on Jordan and its neighbours Syria and Lebanon. This study concluded that, whilst there were differences across all three nations in terms of CSR understanding and application, most managers of local companies considered CSR an essential part of business conduct. The fact that authors from the region are carrying out relatively similar research reflects that countries seem to fall under the same CSR trajectory.

Shashaa (1991) conducted an exploratory study on social responsibility in the management of accounting shareholding companies. He concluded that there was a weak understanding of accounting systems for CSR-related activities. Elian (1994) assessed the understanding of the term CSR in Jordanian shareholding companies and came to the same conclusion (1991): there was not a clear understanding of the concept of CSR among managers. Al Awamleh (1990) and Abu Baker et al. (1998) assessed the levels of CSR disclosure practices in companies in Jordan. Both concluded that whilst CSR disclosure was essential and desirable for businesses, neither of the industries they considered had any clear disclosure practices.

More recently, researchers started examining links between CSR and other relevant variables. A study by Al Bdour et al. (2010) delved further into the concept of CSR by classifying the notion into internal and external CSR according to the stakeholders involved and attempted to link CSR activity to organizational commitment in the banking industry in Jordan. The research concluded that there was a positive link between internal CSR practices and affective and normative employee commitment. Stakeholder theory (Freeman, 1984) was also evident in the work of Kanan (2012), who investigated the effect of stakeholder engagement with regards to a specified list of relevant CSR dimensions: the environment, workplace, marketplace, and community. Kanan (2012) classified stakeholders into community, customer, investor, and employee. It was found that the majority of stakeholders were more interested in the community dimension of CSR. However, customers were more interested in the marketplace dimension, whilst employees were more interested in the workplace. Similarly, a study by Dabbas and Al Rawashdeh (2012) assessed existing CSR activities in the industrial sector and their

importance to various stakeholders, concurring with Kanan that the community dimension was of most importance to all stakeholders.

Two recent studies aimed to assess the relationship between company size and the extent of CSR disclosure in industrial shareholding companies. Interestingly, the findings contradict each other: Al Farah and Hindawi (2011) concluded that there was no statistically significant effect of asset size and sales volume on CSR disclosure, whilst Al Shubiri et al. (2013) found that the larger the company, the more likely it was to voluntarily disclose CSR activities. One of the most recent studies on the matter of CSR in Jordan reflected the driver of governance gaps when it considered the Arab Spring and its effect on CSR engagement in the MENA region (Avina, 2013). The study concluded that companies have crafted and modified effective and innovative CSR instruments and techniques since the Arab Spring. Additionally, the study suggested that, due to recent liberalization, government and civil society organizations expected the private sector to act in a more socially responsible manner towards stakeholders.

The most recent publication on CSR was a hardcopy booklet entitled *The Reality and Perspectives of CSR in Jordan* by the Vision Institute in Civil Society (2014). The study applied a quantitative approach, targeting 270 Jordanian companies. The findings claimed that participants considered CSR to consist of abiding by existing laws, rather than going beyond regulation. Most participants associated CSR with philanthropy and requested more education on CSR. Finally, the respondents claimed that the lack of incentives from the government discouraged them from implementing CSR, and therefore, the majority of participants requested a national point of reference when in need of advice on CSR matters.

It is evident from this overview of work on CSR in Jordan that even though the number of studies is relatively limited, they span a number of important issues and industries. It is also clear that understanding of the concept has evolved with the research, attempting to scrutinise CSR and better understand its effect on various business performance variables. The research has also developed a comparative and regional dimension that enables researchers to identify differences across the region. Additionally, CSR has recently been linked to one of the most important issues in the region (the Arab Spring), which could reflect CSR's contemporary relevance and importance. However, the

literature also clearly has gaps when discussing CSR in Jordan as an Arab Muslim developing country; the role of the government as a driver of CSR; and the political CSR approach. These areas need further exploration, particularly given the RONGOs in Jordan and the authority the royal family holds within the country, whether perceived as governmental entities or individuals.

2.5 The Role of Government

In order to better articulate the role of the government, this section will explore the theoretical evolution of the role of government in CSR in the Western world, later considering some of the insights the literature presents on the role of the government in CSR practises in developing countries. The theoretical framework presented later will depend on theories from the Western literature, with some adjustment for the developing world's context.

The concepts of collaboration and relationships seems to occur infrequently in the developing world literature. In Western literature, the definition proposed in the report published by the Conference Board of Canada states that CSR is identified in terms of the relationships among the business and its stakeholders, listing some of the most significant: customers, labour, communities, suppliers, the state, owners, media and competitors (Khoury et al., 1999). Moreover, internal drivers of CSR in developing countries clearly show that collaboration is needed between the different sectors for CSR to 'fill governance gaps', 'participate in political reform', address 'social and economic priorities' and 'respond when the country is in crisis' (Visser, 2008, p. 481). Additionally, the involvement of civil society agents and business corporations was also deemed essential for CSR, especially in the occurrence of global governance (Braithwaite & Drahos, 2000). As for the Arab World context, Dima Jamali conducted a number of studies on CSR considering developing countries (2006, 2008, 2009, and 2012), addressing partnerships between businesses and NGOs within CSR in Lebanon and shedding light on the importance of the partnerships for CSR. In another study (2008), she highlighted that partnerships between the government and the private sector existed, yet the exact role the governments played was not described. As for Jordan, establishing the UNGC is claimed to be a pillar in the establishment of CSR and it employed a model of collaboration between the private

sector, civil society (represented by an international agency), and government (represented by the Ministry of Trade and Commerce). Therefore, the notion of relationships and collaboration will be taken as an initial platform from which to map the expected relationships between the government and other sectors, in order to better identify the possible roles.

Gray's (1989) notion of collaboration will be employed, which claims that this is the way to resolve conflict and advance shared visions (also known as collaboration theory), occurring when stakeholders recognize the advantages of collaboration. For Gray (1989), collaboration involves interdependencies, dealing constructively with differences, joint ownership of responsibilities, and the recognition that collaboration is a long-term, emergent process. Gray (1989) defined collaboration as

> a process of joint decision making among key stakeholders of a problem domain about the future of that domain… through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible. (Gray 1989, p.227)

With regards to CSR, the Western literature clearly identifies collaboration between governments, civil society and the private sector. Initial documents linking CSR to the role of governments as drivers of CSR were either produced by governments or international bodies (Jesperson, 1994; European Commission, 2001). These resources highlighted the governmental commitment needed to promote CSR as a response to problems created by business processes within a globalised economy. The European Commission's Green Book (2001, p.3) claimed that CSR could allow businesses to contribute to society and support governments in 'making the European Union the most competitive and dynamic knowledge economy in the world, capable of sustained economic growth with more and better occupation and greater social cohesion'. This supported European Commission policy, formulated in 1993, which called for businesses to actively seek a path to ending social exclusion and optimize social inclusion. The European Commission (2001: iii) proposed that,

by stating their social responsibility and voluntarily taking on commitments which go beyond common regulatory and conventional requirements, which they would have to respect in any case, companies endeavour to raise the standards of social development, environmental protection and respect of fundamental human rights and embrace an open governance, reconciling interests of various stakeholders in an overall approach of quality and sustainability.

The European Commission stressed the importance of coupling the environmental protection with social cohesion and economic growth, which are core pillars of CSR, for sustainable development to be realised (2001). This further cemented CSR's role in promoting economic growth in Europe and pushed companies to acknowledge their stakeholders when carrying out their business. The European Commission (2001) claimed that the action of member countries that had already pioneered the CSR initiative, such as Denmark and the UK, set the standard for other European governments. Additionally, the Green Paper in 2001, which promoted CSR under a European framework, was a major landmark in legitimising CSR and inviting governments to adopt it.

Initially, the debate on government action with regards to CSR revolved around the obligatory/voluntary issue. Academics that were 'for' government action in terms of CSR claimed that governments should serve as an enabler for businesses to establish and sustain CSR practices. Moon (2004) claimed that governments should drive CSR, a view shared by the European Multi-Stakeholder Forum on CSR (EMFCSR, 2004). Accordingly, it was determined that CSR is not only a framework for corporate action, but also includes other members of society such as governments and public organizations. This view stresses new interactions between social actors within a 'relational state' (Lozano, et al., 2005). The relational state model will be tested against the current state of affairs in Jordan among the three sectors (public, private, and civil society) in relation to CSR. Once relationships have been identified, specific government roles with regards to CSR will be further classified according to the Fox et al. (2002) World Bank matrix, which will be discussed later.

2.6 Relational CSR Model

The concept of the relational state is expected to help researchers in identifying relationships and co-responsibilities between the public sector and society (Mendoza &

Vernis, 2008). The model also aids policy-makers in acknowledging interdependencies between private and public, and the recognition of common interests between societal actors with regards to CSR. The model stresses the need for government action in the design and implementation of CSR policies. As per Figure (4) below, CSR collaborations identified include the following: area (1) refers to the public administration/government; area (2) to CSR interactions between government and civil society; area (3) to CSR interactions between the government and private businesses; and area (4) is the common intersection, referred to as Relational CSR.

Figure 3: Relational model for CSR

1: **CSR in public administration**
2: **CSR in administration-society sector relationships**
3: **CSR in administration-business relationships**
4: **Relational CSR**   *Source: Lozano et al. (2005)*
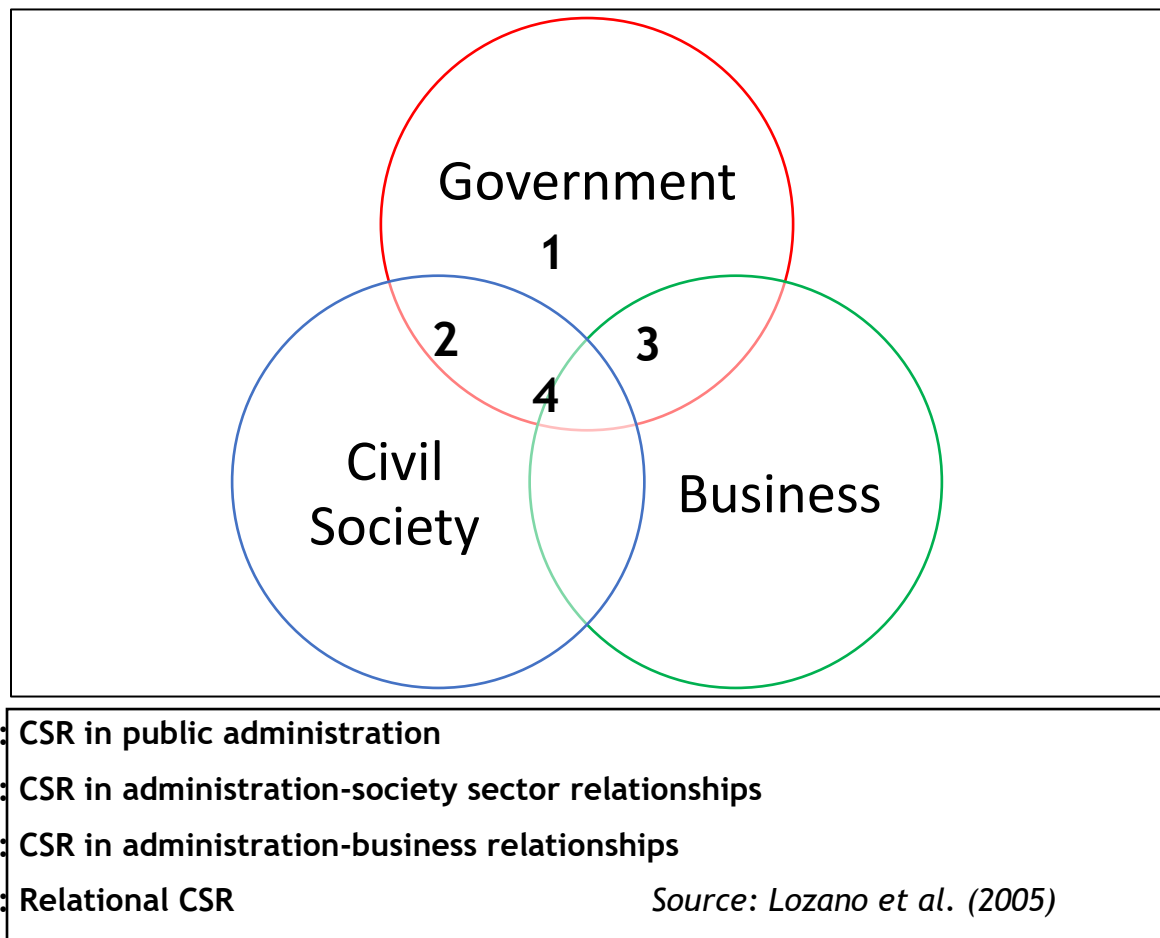
Lozano et al. (2005) argued that effective collaboration of all three parties involved increases the probability of success with regards to implementing CSR decisions, as decisions are taken jointly. When all parties work towards a common outcome (area 4),

society as a whole benefits, an outcome that is more complicated and unlikely if each sector works alone. The reasons for partnership with business and civil society entities, and the kind of affiliation that might result, may differ according to the type of problem being addressed, and the nature of the various contributions anticipated from collaborating parties (Mendoza & Vernis, 2008).

In the case of this research, the relational CSR diagram is deemed relevant as an initial mapping tool for different players. The diagram suggests a collaborative relationship and common interest between the government and the private sector, which will be tested against the Jordanian case. Additionally, the current state of affairs of CSR in Jordan reflects the involvement of civil society, in particular various NGOs, international agencies and the media. This diagram enables the researcher to identify the interaction of the government with those parties. Ultimately, this model will attempt to map the various interactions of these three entities, which will be used to better understand the government's stand on CSR in the Jordanian context. In this exploratory research, which is the first of its kind, the diagram is expected to add clarity to existing CSR practices involving various collaborators. This research will focus solely upon on the interactions of the government with two parties: civil society and the private sector. However, the research does not utilise this model due to the interest in the relational CSR section (4), but rather utilises the overall mapping of sectors to better understand the implementation of CSR in Jordan.

To better identify possible roles, a deeper review of the governments' role in developing countries is provided below.

2.7 Government in Developing Countries

The literature confirms the importance of working with the state in developing countries when it comes to CSR (Fox, et al., 2002; Moon, 2005; Ward et al., 2007). Bichta (2003) argues that it is essential that governments in developing countries take overall responsibility for the companies they govern and ensure that they are regulated properly. The role of CSR in achieving this goal depends on its effectiveness:

> CSR may have a role to play as one of the 'instruments' of, or surrogates for, regulatory policy, but that depends not only on its theoretical potential, but whether that potential can be demonstrated in practice by companies.
> (Bichta, 2003, p. iii).

There are two general sets of justifications for governments in developing countries to be actively involved with CSR: defensive and proactive. The defensive justification links to minimizing the possible negative effects of CSR on local communities and the environment, while the proactive justification is related to maximising the domestic public benefits of CSR practices in all possible terms: economic, political, social and environmental (Ward et al., 2007).

Some governments in developing countries were more seriously involved with CSR and this allowed initiatives to succeed. For example, the Kazakhstani government incorporated CSR within its national work programme for the years 2006-2008. In 2006, China's Ministry of Commerce (under the heading 'transforming trade growth pattern') listed CSR as a priority for public governance, including it in Shanghai's eleventh five-year plan, and adopting it in the same year, giving CSR the status of 'an integral part of public governance' (Ward et al., 2007). Nevertheless, the modern view of CSR necessitates that the state and businesses work together (Zadek, 2001), especially as the governments' role is not yet clear in the context of developing countries. The literature confirms that there is a need to better understand how states create or obstruct an enabling environment for CSR practitioners (Geppert et al., 2006; Djelic & Sahlin-Anderson, 2008).

A comprehensive review of fifty-three documents on CSR in developing nations (including only one Arabic country) asserted the importance of the government: twenty-four articles (45%) explicitly mention government as a critical requirement for the

understanding and fostering of CSR in developing countries. Despite this, only one empirical paper (Wiig & Kolstad, 2010) featured primary data collected through interviews with government officials (Travis, 1997). The public sector and the state either support or block the process of the development of CSR in developing countries. Governments are naturally expected to support social development by endorsing corporations and mandating regulations as incentives for CSR practitioners (Fox, 2004). Yet in developing countries, governments' struggle to provide citizens with their basic needs (Valente & Crane, 2010), leading to a dissatisfied population and lack of trust in the government. CSR is usually among the issues that governments ignore (Jamali, 2010). A weak legislative system allows the private sector to seek self-regulation, ultimately leading to avoidance of 'government risks' (Muthuri & Gilbert, 2011).

Despite the poor performance of governments in the developing world, literature today argues that social development is indeed a governmental responsibility (Blowfield & Frynas, 2005; Ite, 2004). Therefore, in many instances, corporations' CSR ventures that attempted to address national issues fail, due to lack of support from the government. Ite (2004) discussed the Nigerian Delta (mentioned earlier), where Shell's efforts to improve social conditions, particularly education and health, failed due to lack of government support. A similar situation occurred in Peru with a mining corporation, which again failed in its CSR interventions due to lack of government support (Glifford & Kestler, 2008). Additionally, Blowfield (2005) pointed out the responsibility of governments to set up the essential needs for sustainable development processes, highlighting 'even when CSR makes a positive contribution to development goals, there will still be gaps that need to be tackled by government and civil society' (2005, p.523).

Available research on CSR in developing countries highlights that the government's role is essential to grasping the context of developing and practising CSR in the developing world.

2.8 Theoretical Framework

The different insights the literature offers regarding CSR within a developing country context highlight the need to consider the role of the government. Given Jordan's unique

social, political, and economic setting, and the lack of literature on the different influential elements in terms of CSR, the framework proposed for this study will analyse internal drivers, while also considering the different CSR approaches the private sector is utilising, and that civil society and government are expecting, to map out collaborations among the different sectors, which are in turn expected to identify the specific role of the government within the relational theory.

The theory explains the nature of collaboration between the government, civil society, and the private sector, which will be presented in a relational CSR context (Lozano et al., 2005). However, given the nature of the subject at hand, and the lack of literature, a matrix created by Fox et al. (2002) will allow the researcher to classify the different roles the Jordanian government might adopt with regards to CSR, as shown in Figure (4). The diagram below uses the relational CSR basic outlook in attempt to map out the current state of CSR in Jordan. The red circle represents the government, blue civil society, and green the private sector. Different internal drivers affecting all three sectors are illustrated with grey arrows. Existing approaches to conducting CSR in Jordan are shown by yellow arrows, while dotted yellow arrows are 'expected' approaches by the government and civil society organizations.
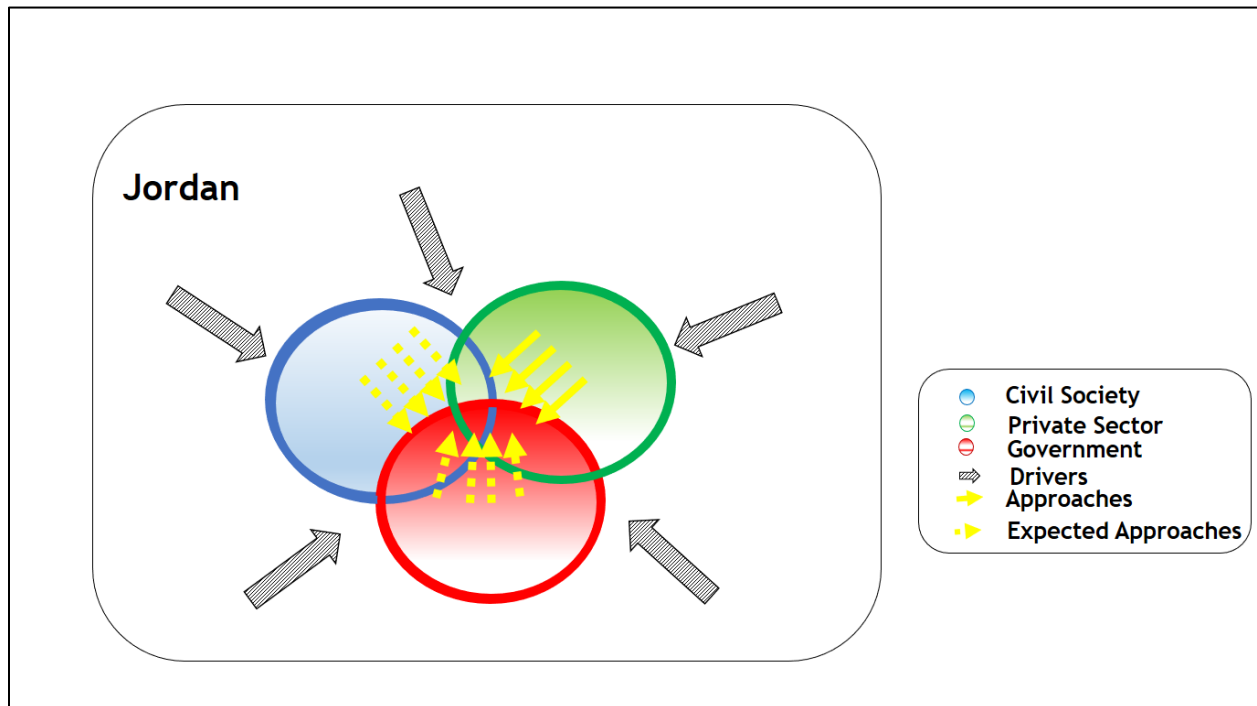
Figure 4: Proposed Research Framework, using approaches and drivers as tools to map out the expected roles for the government in Jordan, in the relational CSR model

2.8.1 The Roles Adopted by Governments to Promote CSR

Zadek (2001) introduced a third generation of CSR, which put government at the centre of promoting the concept, by identifying several possible governmental roles: 'promoting the concept, developing markets that encourage CSR, ensuring that business is accountable to civil society and negotiating and enforcing global principles and goals' (Fox et al., 2002, p. 27). He based his argument upon the fact that for CSR to work, there needs to be collaboration between governments and civil society that move beyond philanthropy and PR initiatives (Zadek 2001).

Bell (2002, p. 5) proposed a list of government roles that support the development of sustainable enterprises: 'vision/goal setting, leader by example, facilitating, green fiscal authority', and innovation/acting as a catalyst. He based this on the government of members of the G8. Further research on the role of government was conducted in comparative contexts in Europe (UK, Denmark, and the Netherlands) and North America (US and Canada) (CBSR, 2001). The Canadian Business for Social Responsibility identified

several public sector roles, which included the creation of specialized governmental departments, promotion of international guidelines for the private sector, and initiation and support for networks and stakeholders' partnerships (CBSR, 2001). Additionally, Aaronson and Reeves (2002) proposed several lessons for the US after analysing the status of CSR in five EU states. They also highlighted the importance of international standards, partnership networks, and specialized CSR departments embedded within the public sector. Zappala (2003, p.3) proposed a simple set of actions: 'do nothing, regulation and legislation, non-regulatory activism and best practice'. He also highlighted the importance of establishing governmental bodies specializing in CSR, following the British example and creating partnership networks between government, industry, and NGOs (Zappala, 2003, p.2).

The aforementioned roles introduced by various authors (Zadek, 2001; CBSR, 2001; Bell, 2002; Aaronson & Reeves, 2002; Zappala, 2003) are all proposed for governments in the developed world, whether North American or European. These countries are characterised by established governmental institutions operating within a welfare state. The roles proposed are based on the pre-existing participation of the government in the development of CSR. Thus, such proposals may be inappropriate for developing countries where no clear CSR strategy is identified. Therefore, applying them to a developing country such as Jordan, with a confused understanding of the label of CSR given the country's Muslim zakat enforcing contribution (as evident in the literature) is not feasible. However, the literature highlights that one of the main roles governments can adopt with regards to CSR is forming partnerships with various actors within society. This further supports the use of the relational CSR model, which is based upon the existing relationships and collaboration between government, business and civil society.

As mentioned, the matrix based upon the work of Fox et al. (2002) in Figure (5) proposes a list of roles for the government to adopt in a developing country context. Fox et al. (2002) categorize government initiatives into Public Sector Roles and Ten CSR Themes, while also reflecting a collaboration between the three different sectors with development orientation.

Table 1. Classification of Public Sector Activities

Public sector role / CSR theme	Mandating	Facilitating	Partnering	Endorsing
Setting and ensuring compliance with *minimum standards*	Defining minimum standards and establishing targets; establishment of enforcers and inspectorates; supporting citizen legal action	Tax incentives and penalties; ensuring access to information; facilitating understanding on minimum good practice abroad; naming and shaming poor performers; frameworks for voluntary agreements; supporting civil society	Working with multilateral agencies and civil society to build capacity	
Public policy role of business	Reforming political financing; legislation as policy setting for voluntary action; mandatory disclosure of payments to public bodies	Engaging business in public policy processes; clearly defining societal priorities; including CSR elements in other policy areas	Forums for debating public policy proposals	Including business representatives in policy arenas
Corporate governance	Stock exchange regulations and codes; company law	Implementing international principles	Multi-stakeholder code development	
Responsible *investment*	Guidelines for FDI; requirements for government loan guarantees	Facilitating legislation for SRI; guidelines for public investments; linking investment opportunities to SD policy	Public-private partnerships	Endorsing metrics and indicators; supporting civil society initiatives
Philanthropy and community development	Mandating corporate contributions	Tax incentives; "timebank" schemes; league tables to promote peer pressure	Public-private partnerships	Publicizing leading corporate givers
Stakeholder engagement and representation	Licensing requirements for stakeholder consultation	Supporting civil society engagement; defending key stakeholder interests in key forums	Facilitating dialogue and multi-stakeholder processes	Association with particular multi-stakeholder processes
Pro-CSR *production and consumption*	Pollution taxes; command and control legislation driving pro-CSR innovation	Pro-CSR export initiatives; capacity building; business advisory services; enterprise development; public procurement; voluntary CSR labels; education and awareness raising; support for civil society action; tax incentives	Joint government-industry investment in capacity; developing sectoral guidelines	Public procurement; pro-CSR management in public sector bodies; labeling schemes
Pro-CSR certification, *"beyond compliance" standards* and management systems	Mandatory environmental management systems	Information and capacity building; supporting business-to-business partnering / mentoring; public procurement; tax and regulatory incentives; supporting supply chain initiatives and voluntary certification	Engaging in standards-setting processes	Endorsing specific standards systems and approaches; public procurement and public sector practices
Pro-CSR *reporting and transparency*	Mandatory reporting	Guidelines for voluntary reporting; informal incentives	Engaging in multi-stakeholder dialogue on guidelines	Supporting instruments for peer pressure; commending reporters
Multilateral processes, guidelines and conventions	Implementing guidelines through legislation	Capacity building and technical support	Negotiating agreements; shared monitoring	Endorsing guidelines

Table 2. Public Sector Roles

Mandating	"Command and control" legislation	Regulators and inspectorates	Legal and fiscal penalties and rewards
Facilitating	"Enabling" legislation	Creating incentives	Capacity building
	Funding support	Raising awareness	Stimulating markets
Partnering	Combining resources	Stakeholder engagement	Dialogue
Endorsing	Political support		Publicity and praise

Figure 5: Public sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study (Fox et al., 2002)

2.8.2 Public Sector Roles

There are four main roles that reflect the public sector/government involvement: *mandating* (legislative), *facilitating, partnering* and *endorsing* (Fox et al., 2002, p. iii).

Mandating refers to the minimum standards set by the government for the private sector to embed within their operations within the legal framework. For instance, requirements for factories in terms of environmental responsibility.

Facilitating CSR means a government is enabling or incentivizing CSR practices to drive necessary social and environmental enhancements and changes. Bell (2002) also highlighted the role of the government as a facilitator for CSR as one of the main five roles of government in the promotion of sustainable enterprises. An example is Proudly South African, an NGO established through the National Economic Development and Labour Council (NEDLAC). It is the vehicle by which government, labour, business and community organisations seek to cooperate, through problem-solving and negotiation, on economic, labour and development issues, and any related challenges facing the country (NEDLAC Corporation, 2015, p. 6). The organisation was initiated in 1994 and started with six hundred members. It promotes creating employment opportunities and contributing to the growth of the economy through corporations serving their mission of delivering products and services while being socially responsible, abiding by criteria set by NEDLAC, committing them to environmental and fair labour standards. This is an example of a successful collaboration between the public sector, civil society members and the private sector (Fox et al., 2002).

Partnering is fundamental to the application of CSR. When facing complex social and environmental challenges, strategic partnerships between governments, civil society agents, and private sector companies are an obvious solution. James D. Wolfensohn, president of the World Bank Group (2002, p.37) stated that,

> Companies have more of a role than ever to play in reducing the poverty and social exclusion that widens the gap between the haves and have nots. The chance for concerted action has perhaps never been greater than it is today. Poverty is our greatest long-term challenge. We already have a vision of what we need to do, through the Millennium Development Goals. To achieve these goals, we need to develop a partnership for development. BPD (Business

Partners for Development) gives us a few more of the practical tools for this partnership to deliver the results on the ground that we all need.

Business Partners for Development (BPD) was established in 1998 in response to challenging changes in the global environment, which impact public organizations, civil society organizations and development agencies and the private sector. BPD was designed to research and provide strategic support for tri-sector partnerships including business, government, and civil society, just as the relational CSR theory (Lozano et al., 2005) argues, putting communities at the centre of their own sustainable development. BPD's thirty partnerships involved more than 120 organisations in twenty countries. Tri-sector partnerships have proven challenging, yet utilizing the strengths of companies, civil society and governments can produce better outcomes for communities and for businesses than when each sector works alone. Moreover, governments were enabled to achieve their developmental goals with such partnerships, especially in developing countries where the public sector has a pivotal role in establishing an environment that facilitates and promotes partnership. Finally, successful partnerships require internal champions and agreements to establish and maintain sufficient buy-in.

Endorsing constitutes providing political support for CSR-related initiatives. Zappala's (2003) proposition of governments' implementation and demonstration of best practices conforms to the fourth role of endorsement suggested by Fox et al. (2002). Endorsement can take various forms, such as the production and dissemination of CSR-related policy documents, and the 'demonstration' effect of public sector management and procurement practices, which was also mentioned by Bell (2002) as government leading by example. Finally, clear recognition of the efforts of CSR practices is a vital endorsement role. Award schemes and 'honourable mentions' in governmental documents are one method. The Taiwanese government has run the Green Business Award since 1992 to reward industrial companies that contribute to environmental protection in Taiwan. The Environmental Protection Administration (EPA) exhibits practices from the winners to be disseminated to other companies as role models. Award-winning companies are celebrated at a national ceremony where they meet the president and are praised in person by him. The EPA acknowledges a link between Taiwan's high rank in ISO14000 certification (fifth in the world) and the Green Business Award (The Environmental Protection Administration, 2002).

While the four roles seem too independent of one another, they actually have some crossover between them and occur simultaneously. For instance, the US-UK Voluntary Principles on Security and Human Rights initiative applies a partnership approach to engage stakeholders while facilitating and endorsing the outputs of CSR-related initiatives.

2.8.3 Ten CSR Themes

This categorizes government initiatives under ten core CSR themes: setting and ensuring compliance with minimum standards; the public policy role of business; corporate governance; responsible investment; philanthropy and community development; stakeholder engagement; production and consumption; certification and management systems; reporting and transparency; and multilateral processes. This forms a matrix of possible actions for the government to take in each role, depending on the feature of CSR being dealt with. It is important to highlight that the four government roles identified are basic and can be applied to any developing country with an underdeveloped CSR framework. Furthermore, the roles proposed do not require the government to have any advanced prerequisite infrastructure.

The matrix below is deemed useful to this research as it provides the researcher with some basic suggestions as to what the role of the government may be with regards to CSR in Jordan, given that the cases provided are from developing countries, and more importantly, given developing countries' unique drivers and approaches. Additionally, the matrix will aid in developing the questions for the interviews, as there is no previous material to provide guidance. However, it will not be used directly as a checklist, as interviews are expected to differ from one to other and will therefore be adapted to suit each context. The matrix is expected to provide guidance for participants, asking the following questions:

- **What has the government done regarding to CSR?**
- **What is the government currently doing about CSR?**
- **What has deterred the government from action related to CSR?**
- **What is expected from the government in the future with reference to CSR?**

This matrix is appropriate for use with developing countries because it considers the fact that in developing countries many initiatives are undertaken that can be considered CSR, but the governments or agencies promoting these initiatives may not use the label 'corporate social responsibility' (Fox et al., 2002). The model tackles this issue by presenting a wide range of existing and possible CSR practices and initiatives that do not necessarily fall under the common CSR banner. More importantly, the cases are drawn from various developing countries around the world. This does not mean that they are of less value than those that do use the term CSR. The relative immaturity of CSR in the region (or, rather. the fact that in countries in the Arab region many initiatives run under other labels, such as Islamic giving) may mean that these initiatives are ignored when considering CSR practices.

Moreover, the model acknowledges that there are established tools concerned with sustaining the environment, such as clean production, eco-efficiency, and environmental management systems. However, in developing countries, promoters of CSR may lack sufficient understanding of these more 'Westernized' approaches to environmental problems. This model allows the contextualization of the developing country in question, taking into account the relative level of environmental awareness in existence. With the aforementioned contextual relevance of this blended model, the matrix is expected to aid the researcher in identifying the possible characteristics that shape and affect the role of the Jordanian government in the promotion and implementation of CSR activities in the Jordanian context.

The section above summarizes the theoretical framework, which will be utilized throughout this study to better understand the role of the Jordanian government in CSR, given the context of a developing nation.

CHAPTER (3): Research Methodology

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3.1 Introduction

In order to explore the role of the government in Jordan in relation to CSR, given its Muslim and developing state, and utilizing the relational CSR model, three main sectors were targeted: the Jordanian government, with relevant policy experts; civil society organizations, with local and international organizations involved in CSR; and a number of private sector organizations and CSR consultants from all three sectors. The research process is deductive in nature. Primary research involved collecting data through qualitative in-depth semi-structured interviews. Moreover, the methodology included secondary research, which consisted of analysing data such as published reports, policy documents and documents that interviewees shared during interviews.

3.2 Background conditions and epistemological considerations

In developing contexts, reliable secondary data is often lacking, in the absence of consistent data collation and analysis by governmental and non-governmental organizations (Jamali, 2010). As for CSR data, a study by Willi (2014) stated that 70% of the empirical studies of CSR in developing countries employed qualitative methodology. Vives (2006) explains that the notion of CSR is relatively new in corporations within developing countries; moreover, the contexts in developing countries are very complex. With scarce studies and resources, this leaves many concepts, elements, and motivations that are not thoroughly understood (Liu & Zhang, 2012). Moreover, due to the culture of mistrust in sharing information, specifically especially in writing, it has been noted that quantitative surveys have very low response rates (Blowfield & Frynas, 2005; Muthuri & Gilbret, 2010). Therefore, this research developed a theoretical framework with a basic structure to organize the data in advance and to avoid 'death by data asphyxiation' (Pettigrew, 1973, p. 19; Miles & Huberman, 1994; Hawkins & Zamba, 2005).

This research employed a qualitative approach due to the exploratory nature of the study, and the fact that the topic is relatively new and the aspects being tackled require a broad corporate outlook with flexibility in data collection. This is one of the major

advantages qualitative research has over alternative methodologies (Atkinson, et al., 2003). An interpretivist (qualitative) approach was justified by the probing nature of the questions, and the need to establish trust and flexibility to adapt to the interviewee's answers and awareness levels, where positivist approaches may have fallen short. Research candidates were managers, officials and top-level executives in the institutions involved in the research.

3.2.1 Semi-Structured Interviews

Data was collected via face-to-face, qualitative, in-depth semi-structured interviews with open-ended questions (Denzin & Lincoln, 2008). Semi-structured interviews use predetermined questions, but the order of questioning can be adapted based on the interviewee's responses. Accordingly, the wording of the questions is flexible as the interviewer sees appropriate, and explanations can be given when needed; some questions may be asked to one participant, whilst not to another. Ultimately, almost all participants are asked the same key questions, but how and when they are asked is flexible (Teijlingen, 2014).

Semi-structured interviews were particularly useful in this research to explore the different attitudes, opinions, values, beliefs, and motives with regards to CSR in Jordan in the views of the different participants. The researcher would choose the level of formality depending on who the interview was with (see Appendix 3 for the general questions guide). In some cases, chatting about mutual acquaintances would serve as an icebreaker during the interview, which set the interviewee at ease. Moreover, the approach was very adaptable to the different levels of CSR awareness among the participants. In addition, the probing and flexible nature of questioning aided in acquiring the information sought. Additionally, every interview seemed to be informed and influenced by the one before it, in that the information, patterns, and even new interviewee prospects were discovered within earlier interviews (Bernard, 1988). This was evident in the snowballing sampling approach, which yielded a considerable number of participants (Cohen & Crabtree, 2006).

3.2.2 Elite Interviewing

Since the sample included senior and highly-ranked government officials, renowned policy experts and consultants, some of the interviews took the form of 'elite interviewing'. The concept of elite interviews originated in politics and policy-making (Dexter, 1969, 1970). An elite is:

> a group of individuals, who hold, or have held, a privileged position in society and, as such, as far as a political scientist is concerned, are likely to have had more influence on political outcomes than general members of the public. (Richard, 1996, p. 199)

Elite interviewing argues that 'people in important or exposed positions may require VIP interviewing treatment on topics which relates to their importance of exposure' (Dexter, 1970, p. 5). Elite interviews help the researcher to gain a better interpretation of policy documents, legislation and regulation, and reports, specifically when the researcher interviews the actual authors of the documents or those responsible for legislation. In the case of this research, this proved valuable as the researcher probed deeper into details and motivations behind certain scholarly findings. Moreover, the researcher also managed to interview some ministers in the country and therefore was able to ask those in authority about specific policies (Tansey, 2007).

Moreover, interviewing those responsible for mandating and enforcing legislation and regulation allowed the researcher to interpret the personalities of those involved in the relevant decisions, and accordingly helped to explain the outcomes of those decisions. Additionally, given the scarce nature of literary material on the research matter, and the sluggish pace of updates to Jordanian websites, these interviews provided invaluable information that was not recorded elsewhere, and in some cases information that was not yet available for public release (Kezar, 2003). Furthermore, the interviews with elites proved to be very helpful in establishing networks, and providing access to other individuals and material, as already mentioned with reference to the snowball technique (Tansey, 2007).

Elite interviewing also has a number of methodological disadvantages. For instance, the reliability of the interviewee could be questionable. The further from events the

interviewees are, the less reliable the information (Kezar, 2003): in this research, some ministers were newly appointed and did not know about previous projects, while other experts were elderly and couldn't recall dates, figures, names, and titles, and thus some of this data had to be dismissed. Additionally, the interviewer must keep in mind that information from elites could be of a highly subjective nature, as well as being conscious of the overall attitude they present so that interviewees do not become defensive (Richards, 1996).

3.3 Sample

This research applied a purposive sampling approach in which participants are selected for their relevance to the research questions. Purposive sampling includes theoretical sampling (Strauss, 1987), and data collection is guided by themes, codes, categories and concepts from the literature. It also includes snowball sampling, where initial contact using theoretical sampling generates referrals to other prospective participants. Accordingly, the interviews were conducted with 30 entities with 34 participants from each of the three sectors, as some organizations had two people attending the interview. The sample of interviewees was as follows:

- **Government:** interviews with high-ranking government officials to discuss general CSR policies in place, to provide the researcher with a broad general idea of the status of CSR from the participants' point of view **(8 entities with 8 participants)**.

- **Businesses:** interviews with private sector representatives who collaborate in more specific and detailed existing CSR practices and initiatives **(8 entities with 10 participants)**.

- **Civil Society members**: policy experts and CSR consultants, civil society representatives who provided external observations and insights to the overall CSR notion **(14 entities with 16 participants)**.[5]

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[5] A brief description of all organizations involved in the research can be found in Appendix 2.

Government:
-   **8** highly-ranked government officials.

Businesses:
-   **10** managers from the private sector.

Civil Society
-   **16** civil society representatives; NGOs representatives and subject matter consultants.

Total: 30 entities with 34 participants
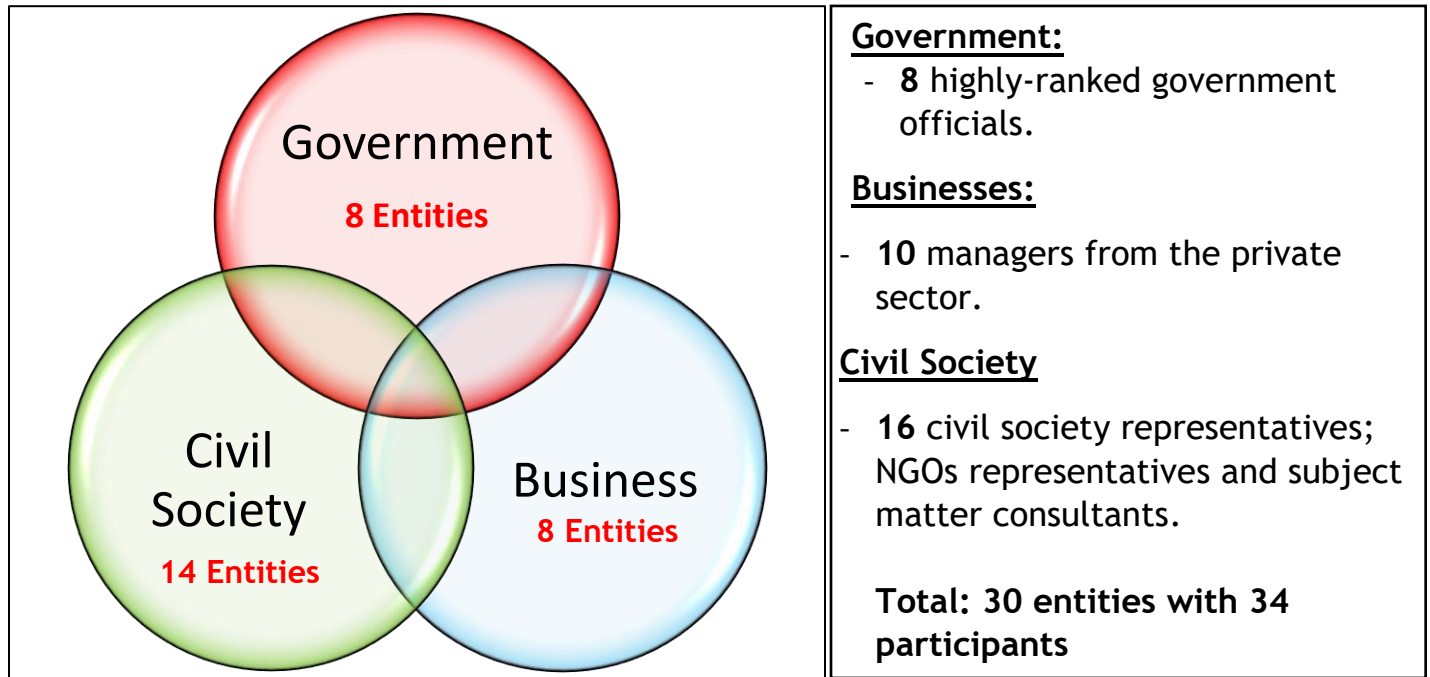
3.3.1 The Jordanian Government

Ministries and relevant governmental institutions were targeted as they were expected to have a vital role in the development and implementation of CSR in the Jordanian private sector. A minimum of two top-level officials from each ministry were contacted directly. The participants had to be of high rank, as CSR policies are dealt with at an elevated level of corporate strategy; additionally, the concept of CSR is new and senior officials with more international exposure were expected to be aware of the concept of CSR and the issues the research is addressing.

3.3.2 Private Sector

A number of private organizations were considered during data collection due to their relevance in terms of their active CSR strategies and partnerships with the aforementioned NGOs and governmental institutions. These companies are prominent leaders in their industries in the Jordanian private sector. Managers and CSR specialists from each organization were interviewed.

3.3.3 Civil Society

Local NGOs

Seven NGOs were selected due to their active role as CSR experts, promoters and implementers in civil society. These were medium- to large-sized organizations active in CSR-related initiatives, directly with the government, the private sector, or in the community. These NGOs were strong believers in CSR and had experience of partnering with various stakeholders. Again, managers and senior professionals were interviewed to get a better understanding and strategic view of the subject.

International Organizations

One international agency was identified as an active member in the area of CSR, which was the UNDP Jordan in their Global Compact Project. The project employs a collective approach to increase the participation of the private sector and CSOs in resolving CSR issues. The project ultimately aspires to serve as an enabler for the Jordanian private to optimize value added reflecting an international framework, the Global Compact (GC), which would assure the integration and application of the ten GC principles within corporations' strategic decisions and practices. The project also aims to promote greater involvement of the private sector in development. The Global Compact Local Network in Jordan was launched in February 2007 by UNDP and the Ministry of Planning and International Cooperation, based on a round of assessment meetings with relevant private and public entities.

Consultants and Experts

A group of policy experts and CSR consultants was also interviewed. Most had done direct work in the field of CSR. This research therefore used a sample of 31 participants in total, representing 24 institutions/organizations.

3.4 Interviews

Appointments were arranged mainly via traditional routes through gatekeepers. Personal connections through friends and family members helped the researcher in arranging the interviews through common contacts, as Jordanian society is highly 'clientelistic' i.e. the loyalties of friends and political parties rely heavily on personal relationships. Traditional Arabic and Islamic values encourage helping one another and supporting society, and Jordan is a relatively small country with known family names and relations: therefore, when someone's surname is mentioned, their tribe and origin is easily recognized. Arabic tribal values and traditions are based on respect and trust. When you belong to a certain tribe, you need to reflect suitable values and manners; honesty, respect, helping others, and so forth. These values strengthened the respect and trust in the interview process. For instance, participants offered to aid the researcher in accessing potential participants, reports and important documents. It is important to clarify that these personal connections did not force or oblige participants to take part in any way, but rather were a means of accessing the sample. A few candidates excused themselves from taking part as they thought they were not knowledgeable enough for an interview or an advanced study.

Interviews took place in the offices of the participants during normal working hours and lasted approximately 30-60 minutes each. There were some casual chats during the interviews where participants expressed themselves through laughter, sarcasm, high-pitched voices, or expressed frustration, particularly when evaluating the government. The main language used was Arabic, along with some English. It is important to note that in Arabic, the literary language is called Modern Standard Arabic, which is a pluricentric fusional language (Naja, 2014). It is the only official form of Arabic nowadays, mainly used in written documents and on official and formal spoken occasions, such as news broadcasts and formal events. However, the spoken language differs from the literary language. People understand both but use the common colloquial language when speaking. This was clear throughout this research, as Arabic terms posed linguistic challenges. For example, the Arabic term for CSR has no colloquial alternative. Moreover, the term 'corporate social responsibility' consists of three long words that cannot be abbreviated (as they are in English) to CSR, since Arabic does not utilize abbreviations. Therefore, the term was not

immediately recognized by some participants. However, this challenge was overcome as soon as the term was explained by the researcher. Such language-related issues confirmed the choice of qualitative research as the flexibility in interviews and direct contact with participants overcame such linguistic terminology barriers (see Appendix 4 for a sample of anonymised transcripts).

3.5 Questions, Coding, and Analysis

The fact that this research tackled a relatively new subject and was conducted with a diverse pool of various government officials and high-level managers who had a superior educational and professional background demanded a flexible and adaptable questioning approach. The researcher had a topic guide designed to tackle the research questions. The questions were not asked in a 'tick-box' way, but rather more open-ended. This approach allowed the participants to speak in more detail about their experiences and understanding of CSR and the possible role of the government.

Moreover, most senior interviewees shared personal stories at some point throughout the interview, and the researcher used such instances to establish a more trusting tone, rather than an inquisitive one. Additionally, the researcher was very humble in her demeanour with the participants. Trust was an essential element during the interviews as most of the answers were personal opinions (Shenton, 2004). Moreover, questions for the private sector and civil society representatives sought view on government performance, which is again intimidating, so the researcher had to assure the participants of the utmost confidentiality and anonymity of the data. The researcher was reflective when deciding on how much probing to do. The relative youth (mid-twenties) of the researcher was perceived positively and provided a sense of security for the interviewees, who saw her as a young, non-threatening postgraduate. Moreover, there were plenty of positive comments from senior government officials about their pride in the researcher and how ambitious, educated young Jordanians assure them that Jordan will have a better future.

Data collection and analysis was mainly based on the drivers, approaches and relational CSR theory identified in the framework. The studies identified in the Jordanian context guided the researcher in setting questions for interviews. With regards to the

opening interview questions about overall awareness of the term, the researcher used definitions of CSR drawn from Jordanian studies. With more detailed questions about the exact role of government, the researcher used the World Bank matrix created by Fox et al. (2002). However, to assure the researcher and the interview shared the same understanding of the terminology, the researcher was carefully reflective after and during each interview. The sensitive subject of the research, coupled with the interrelated and 'opposing' interviewees allowed room for biased, inaccurate data to emerge. When participants mentioned certain initiatives, the researcher checked online material, and triangulated with other participants that were involved. The researcher was always reflective with the data and the participants, and verified the information as the process developed (Shenton, 2004).

The matrix (Fox et al., 2002) aided the researcher in posing indirect questions. The matrix provided detailed examples of the various possible roles the government could play with the various stakeholders. The researcher prepared questions that ranged across all various possible roles and asked them systematically. With some candidates who were not very knowledgeable or had little experience with CSR, only a few areas of the matrix were covered, whereas with some of the more experienced interviewees, most of the areas in the matrix were discussed and adapted in the Jordanian context.

Coding was purposefully done manually, as the researcher anticipated the amount of diverse data that would emerge, and needed to do manual colour-coded analysis to better familiarize herself with the data and the participants (Basit, 2010). Codes were created using a mixture of the type of organization or sector they represent (governmental, private, civil society) and the letter R for representatives. For example, GR# refers to a government representative; PR# a private sector representative, CR# a civil society representative, expert representative (ER#), media representative (MR#), and international agency representative (IR#). Codes were designed with the utmost care to assure participants' confidentiality. Moreover, in the last section of analysis, the coding system of participants was changed for that section only, as the data shared was deemed to be more sensitive, and the researcher wanted to apply the highest level of confidentiality and anonymity to the respondents.

As mentioned earlier, the analysis identified possible current public roles against the most common CSR themes in a developing country context, while also testing the nature of relationships between government, the private sector, and civil society. Once the roles were identified, the research aimed to explore the relationship between the three players, and test whether they fall under the relational CSR model (Lozano et al., 2005). Themes and codes emerged from the study, both deductively based on the literature, and inductively when analysis started. Therefore, codes were generated based in the relational CSR framework and data will be tested accordingly.

Awareness of CSR was among the clear initial areas that emerged from the research, yet the data also reflected the difference in opinions of what CSR is, based on multiple variables such as workplace, background and other factors. CSR drivers were also discussed by participants, in some instances referred to as motives and reasons. Findings confirmed what the literature presents already in broad terms, yet Jordan did present a different customization to the driver highlighting the importance of understanding the Jordanian setting and unique national characteristics. Drivers seemed to relate directly to the approaches to CSR in Jordan, where for instance religious and cultural drivers led to the application of the religious approach. Market access and economic interests were evident, with corporations utilising the economic approach. PCSR was unique in the Jordanian context as it reflected the importance of identifying what government entails in Jordan and the importance of whether to consider the royal family as part of the government or not.

Relational CSR as a model proved beneficial in identifying different trends in Jordan today. Collaborations were very common between sectors and the qualitative approach allowed a better understanding of each sector's perspective as to what CSR consists of, and its goals and social contribution, while emphasizing consideration of the role of government. It was interesting that all participants, regardless of the sector, concurred with statements on the need for CSR and more importantly the need to meet the expectations of other parties to see CSR thrive in Jordan. Finally, all three sectors agreed on the critical need for government collaboration to further facilitate or encourage CSR.

3.6 Generalizability, Validity, and Reliability

The concepts of generalizability, validity and reliability in qualitative research have been much debated in the literature, with various views expressed about the appropriateness or strength of qualitative methods. Some authors doubt that generalizability can be achieved in qualitative research. Lincoln and Guba (1985, p.110) state that 'the only generalisation is: there is no generalisation', and Wainwright (1997) articulates that the generalizability of qualitative research is limited by its 'context-specific' nature. The techniques the researcher used to ensure credibility, transferability, verifiability and dependability were as follows:

1. Choosing an appropriate study sample with multiple organizations that were institutionally, economically and politically diverse;

2. Using enough specifically-targeted subjects in each organisation to assure usefulness of data and credibility. Two participants from most of the big organizations were interviewed to assure data credibility;

3. All online material was reviewed prior to interviews to assure a complete grasp of the context;

4. Using appropriate open questions to facilitate free and flowing conversation;

5. Ensuring that all participants felt completely free to withdraw at any time and did not feel compelled to take part;

6. Abiding by the ethical code of conduct;

7. Preparing thoroughly prior to interviews and establishing familiarity with the projects and culture of participating organisations;

8. Background qualifications of the researcher (business administration marketing, public administration and public policy) allowed the researcher to better understand the three different parties involved; and

9. Thorough knowledge and description of the phenomenon under study.

Shenton (2004, p.70-71) concludes that 'ultimately, the results of a qualitative study must be understood within the context of the particular characteristics of the organisation or organisations and ... geographical area in which the fieldwork was carried out'. This is particularly significant when it comes to this research, as it is the first of its kind;

however, themes and codes above are very relevant to what the literature already proposes in the developing and Muslim country contexts. Thus, analytic generalization in this study relates to existing literature by identifying overlaps and gaps, and therefore, the replication of the same findings by conducting more similar research could strengthen the generalization even further. Eventually, further CSR research in Arab, developing and Muslim settings should come up with generalizations that ideally extend not only to other similar areas of research, but also apply to many new ones (Yin, 2013).

3.7 Secondary Research

Secondary research included analysing data from policy documents provided by the parties involved and available via the internet during data collection. These documents included official governmental documents, private sector CSR reports, NGO reports and relevant academic papers. The governmental documents were generally legislative, stating the regulations that affect various CSR dimensions (such as labour law, environment protection law, income tax law), or reports on public-private partnership initiatives. The documents were subject to the same analysis as the interviews and included:

- Ministries' legislation and regulation manuals;
- Governmental policy documents;
- Publications of industrial reports and findings by the government;
- Reports and publications by NGOs, international agencies, and media partners;
- Corporate strategy documents and yearly reports by the various private companies; and
- Various accredited Jordanian media articles and publications.

3.8 Ethical Considerations

The Economic and Social Research Council (ESRC) general ethical guidelines were taken into account in this study. Interviews were conducted with voluntary participants in accordance with ethical guidelines (ESRC, 2011). The researcher possessed a pre-tested digital recorder (spare batteries were available at all times). Interviews were recorded in Arabic, which allowed users to speak freely and expressively in their mother tongue. Once

the interviews were recorded the researcher transcribed them into English. Data went through rigorous manual thematic analysis based on coding. This analysis was useful, as it aided the researcher in developing patterns and themes, especially given that the research was predominantly exploratory and thus it was not clear what themes would emerge (Glaser & Strauss, 1967).

3.8.1 Privacy and Confidentiality

Only the researcher had access to all data from the research. Data collected was treated with extreme caution: all documents and media tools were password protected, anonymized and locked in a safe place. In concordance with the Data Protection Act (1998), participants were fully aware of what the research demanded. Data was utilised for specific purposes, and was not shared or revealed to anyone beyond the research sphere without previous authorization and only when organizations where involved in the study. Finally, data will be destroyed once the research is finished (ESRC, 2011). The top-level managers and officials were not assured of anonymity, as they are well-known in the community. However, the researcher assured that anything disclosed 'off-tape' was respected and not shared.

3.8.2 Voluntariness and consent

Participants in this research were given the right to refuse participation at any point in the interview, and could withdraw their input up until January 2015. Consent must be clearly and accurately informed and freely given without any form of pressure, such as persuasion, coercion or threats (The Nuremberg Code, 1947). Participants were guaranteed the right to ask any questions, take the time they needed before agreeing to consent, and could refuse to proceed with interviews at any point with no repercussions. All participants provided written consent.

3.8.3 Dissemination

The dissemination of the research outcomes is crucial as it affirms the potential benefits of the findings. The dissertation will be critically analysed by renowned academic supervisors and peers and then revised before dissemination. The researcher has full

control over the findings and will carefully consider the audience when matching knowledge with presentation (Monteith, 1998). Participants will be sent short reports of the main findings, if interest was shown during the interview. Finally, this dissertation addresses the role of the government in relation to CSR, which is a national and social issue of international relevance, and is therefore expected to aid policy-makers in providing practical ways to take CSR forward.

CHAPTER (4): Awareness & Drivers of CSR

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The presentation, analysis, and discussion of the findings is described over two chapters. The first (Chapter 4) discusses overall awareness and understanding of CSR as a concept, thoughts behind its conduct, drivers leading to its emergence, and different approaches to conducting CSR practices in Jordan. The second chapter (Chapter 5) maps out existing collaborations utilising the relational CSR framework to better understand and identify the role of the government in relation to CSR in Jordan.

This chapter will first discuss the awareness and understanding of the term CSR among different participants from the three different sectors (government, private, and civil society). It will next explore the different internal drivers (Visser, 2008) for CSR in Jordan, linking them to relevant theoretical approaches: economic (Friedman, 1962), political (Hart, 1995; Matten & Crane, 2005), and religious (Bowen, 1953; Zinkin, 2004) in the Jordanian context.

4.1. Awareness & Understanding of the term CSR

All 34 participants described CSR as "new" during interviews. Levels of awareness and understanding of what the term CSR entails differed significantly among participants, according to their age, jobs, titles, background, education, experience and the industry in which they operate.

4.1.1 Public Sector Perspective

Two highly-ranked government representatives (GR1 and GR2) explained that the notion and practice of CSR is not a priority in their ministries' agendas due to the wider lack of awareness of the term. While GR2, on an individual level was very knowledgeable about CSR and spoke in detail about his previous working experiences, he still could not impose it among government officials, even though he was in a senior role when the interview took place. He shared, with some frustration, his past experiences with the government:

A few years ago, I discussed my project on drafting a blueprint for CSR in Jordan with the cabinet of ministers, but they did not grasp the concept. They thought I was suggesting establishing a fundraising organization, which had nothing to do with what I proposed. My proposal was to create a collaboration with the private sector and address national needs, instead of the government imposing and demanding exclusively tasks from the private sector, so that mutual benefits can be achieved. The ministers back then could not understand the concept, and things got too complicated. I felt like I was carving the mountains[6] back then and obviously the project never happened. (GR2)

GR2's proposal clearly highlights the utilization of the collaborative (Gray, 1989) approach with the private sector to achieve optimal outcomes for both the private and the public sector (Lozano et al., 2005), yet it was deemed a 'wasted opportunity' due to the lack of wider understanding or comprehension of CSR. Moreover, given GR2's experience, strategic leadership theory in the case of a public sector entity clearly did not prove successful (Waldman et al., 2004).

High-ranked government representative GR3 was able to discuss CSR comprehensively, due to his background in business administration and being an entrepreneur prior joining the ministry. However, he also confirmed GR2's view:

The public sector still needs more awareness and knowledge about what it entails and how to embed CSR within their own systems and processes. They have a long way ahead of them to develop a basic understanding of CSR. (GR3)

Many public sector representatives expressed perceptions of CSR as charitable and philanthropic activities at different points during the interviews. Some examples are:

We have seen X company doing a lot of CSR work: they built a dam, provided scholarships, built hospitals, amongst many other activities. (GR1)

CSR is giving out donations, aiding schools, providing university scholarships, refurbishing public schools, providing the poor with heaters and some basic food and financial aid in winter especially. (GR7)

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[6] A Jordanian metaphor comparing the hardship in explaining the concept of CSR to carving mountains, as per the Nabateans carving the city of Petra out of the mountainside.

We started our CSR work by giving people blankets and heaters, we even went to plant trees, and you know, [meet] the very basic expected social contribution. (GR5)

While the aforementioned claims may be interpreted as CSR according to the participants, they represent one pillar of CSR only, which is philanthropy (Pinney, 2001; Caroll, 1991). Moreover, a document published online by the Ministry of Social Development in Jordan presented a view of how CSR is practised internally and externally, and both approaches considered philanthropy to be a pillar (but not the whole). Internal CSR is expected to address the welfare of employees and their empowerment, through the establishment of social committees that help staff with occasions in their personal life, such as weddings and funerals, and providing them with financial and emotional support when needed. In contrast, external CSR refers to the financial contributions of the private sector to charitable CSOs as a part of their responsibility in assuring the welfare and safety of the communities in which they operate (Ratrout, 2009). However, younger government official GR8, who was internationally educated, expressed frustration on many occasions during the interview due to his perception that there is a misunderstanding of CSR as philanthropy: "CSR is not philanthropy; people need to be smart and actually use CSR as a tool for enhancement. It needs to be designed with development-related purposes".

GR5 considered the different ministerial "social responsibilities (SR)" they had undertaken at different occasions such as "distributing blankets" in winter as CSR. She further explained that during the last ten years, they did not know how to describe those social contributions until the term CSR was introduced very recently ("When the term social responsibility popped up, we knew how to [label] our work"). GR5 also stated that only within the last year, they started considered involving the private sector under the term SR or CSR:

We noticed the term 'social responsibility' late; maybe we did things before under a different heading or different action points, yet it became much clearer to us when it became a solid component of our work as social responsibility. We were told to do anything that we thought is helpful to society [...] now, we understand things much more clearly, and the idea of involving the private sector under a CSR heading has broadened our spectrum of possible joint work with them.

The situation with Jordanian government officials reflects the variety in levels of awareness of CSR. However, those high-ranked officials with great authority who seemed to be very aware of the concept appeared powerless in spreading and endorsing notions and knowledge of CSR. PR8 shared an example of a previous government project that she thought was (indirectly) pro-CSR. She explained that the reason for the existence of the project was that the person in charge at that point was a business-oriented person with a private sector background:

> He was excited because he is a private sector school person; he knew that with his connections with the private sector and their responsibility for Amman and the art[s], [he] will get somewhere. However, he started up, but where is his project now? I have no clue, it disappeared when he lost his position.

Participants continually associated the success CSR practices or even potential ideas with individuals, but GR2, for instance, was very knowledge and at a senior level, yet could not push his project through the government. Such a scenario accords with Aguinis & Glavas (2012) and their findings on the existence of multi-level CSR involvement and the importance of acknowledging the need for alignment between individuals' values and organizational values (Bansal, 2003).

4.1.2 Private Sector Perspective

The eight private sector participants had different opinions and ideas of the awareness and understanding of CSR. They represented telecommunications, banking and international couriers, working for MNCs which are conglomerates of over thirty companies each as well as consultancy firms. All eight representatives claimed to be well aware of the term CSR and associated it with business strategy, sustainability strategy, Corporate Entrepreneurship Responsibility (CER), Global Compact, Public Private Partnership (PPP), and Corporate Governance.

Senior CEO of a well-known bank and ex-government official PR2 spoke about his personal view of the concept of CSR and its evolution in Jordan, while also highlighting the notion of collaboration (with civil society organizations, rather than the public sector):

The concept of CSR is very new. Back in the day, NGOs would go to the private sector asking for basic help and donations, without any structure or mentioning the term CSR. At a point later, CSR was initiated by the private sector themselves, where they would create a fund and start the donation process. Initiatives started appearing, yet nothing was really planned or designed following a clear strategy.

PR2 then shared how he had developed his company's CSR strategy and unit (Waldmen et al., 2004). He spoke about how strongly he believed in the importance of the "cultural and educational aspects of community development", reflecting the internal driver of culture of CSR in developing countries (Visser, 2008). He explained how this belief has led him to create CSR initiatives with local universities and libraries that encourage and sponsor publications and relevant projects (Mendoza & Vernis, 2008). He shared how this process wasn't easy, but the companies "have developed their own CSR department with a much better structured strategy" (PR2). Unlike the public sector representatives, he was very keen to express that they don't do "charity", but rather CSR, distinguishing between the two as follows:

> I mean, if I wanted to give money out, why would I bother [to] create ideas and projects? We don't do charity here. Company, we have a committee that is responsible for assessing the request and the community before the initiative. If they actually prove the need, then we go ahead and implement the project, while regularly carefully assessing and monitoring the whole project. We have a systematic approach and we do not do charity.

Private sector representatives shared Porter & Kramer's (2002) reputation and marketing argument when describing CSR. PR3 criticized the association between the two: "CSR is becoming more marketing and public relations oriented. It is not about sustainability at all or 'real' CSR: it is simply marketing". He said that the private sector is all about the news and getting the "buzz" and "media headlines". PR3 shared a similar perspective to PR2, stating:

> A certain company, for instance: they don't do any sustainability projects. They just do philanthropy. I mean, come on, and do something with employment and empowerment. We have many social problems in Jordan today; poverty, crime rates, extremism, and others. The private sector should give people jobs and help with the big problem[s]; don't just donate.

PR8, a private company manager and a renowned CSR consultant, reflected a similar opinion about the state of CSR activities in Jordan, saying:

> I cannot tell you that CSR is well-established in Jordan, definitely not. The private sector still perceives it as marketing and an image creation PR activity. It is fine, because at the end of the day everyone should use things to reach their own goal[s]. So, you can go to companies and you will find CSR people who are in either PR or [the] marketing department, yet they have no clue what development is.

The private sector seemed relatively aware of the term and associated it with more internationally-known terms such as sustainability and development. When describing their CSR activities, altruistic motives were non-existent, and representatives made no effort to hide this; on the contrary, profitability and win-win scenarios were expressed as the optimal goals. The case of the Jordanian private sector is in line with the arguments and debates presented by Kurucz et al. (2008), who stated that CSR can add to profits, whereby all stakeholders benefit.

4.1.3 Civil Society Perspective

14 CSOs were represented in the sample, ranging from some of the largest and most well-established in the country to new start-ups that are still modest in terms of resources. They also covered different development areas (poverty, gender empowerment, education and so forth). Moreover, all organizations were chosen based on the fact their involvement in projects in which they collaborated with the private sector or the government. It was essential for research reliability for the information to be verified by all different parties involved when assessing relational CSR projects (Shenton, 2004).

Civil society organizations shared similar views to those expressed by participants from the private sector, and some public sector representatives, on the overall awareness level of CSR. CR1 thought that: "CSR in Jordan is very immature. Companies see it as marketing and PR rather than pure CSR. They don't understand what CSR is yet". CR3 had a similar opinion regarding the philanthropic approach: "People don't actually understand what CSR is; they do corporate philanthropy, which is not CSR [...] there are people out there

who don't even know about CSR or have [never] even heard of it … CSR doesn't exist: we don't see it". She added that, "at the end of the day it is charity work and not real CSR. So, to us, CSR is not visible".

IR1 represents a renowned and well-established international organization that has multiple development agendas to fulfil. She shared the same frustration, reflecting on her experience:

> CSR was one of these things that we were trying to convince the private sector to implement, [but] they took so long. We tried really hard to persuade the private sector to be active in CSR in general even before I joined the team.

She added that they always had a problem with people "mixing CSR up with philanthropy", and they always went back to "basic charity and addressing PR motives". CR1 went into some detail when sharing their experience with the private sector:

> We tell the private companies to not just give money out, but to empower people. We want the private sector to help within the areas in which they operate. The problem is that they don't exist in rural areas and villages. So, it is about putting the extra effort to reach out for those communities which are really in need. We are trying to let the private sector rethink their CSR policies as a full implemented strategy to run their business, rather than as a project within a marketing department.

CR2 had mixed observations: the private sector only does CSR to have "nice books" at the end of the financial year, "where they are tax-exempted due to their socially responsible work", but also noted that some companies "go beyond that limit and are really involved with us". He then explained his NGO's initiative, in which private sector members volunteer as teachers in public schools and universities throughout Jordan:

> We see their staff coming and volunteering in public schools and they are really into it. I even witnessed [how] their performance has really improved. They value volunteering and appreciate how it has actually changed their personal communication skills. The actual experience itself in identifying needs and living the change with those less privileged is invaluable to them. Honestly, this has really made people appreciate volunteering and enhance[d] the idea of CSR within organizations.

On the other hand, a few representatives shared their frustration at working with the private sector under the banner of CSR, as they feel that they are constantly "begging for money":

> The private sector is accepting CSR from a charity perspective: they think that we beg for money, and they are charitable, so they give us the money […] we don't beg for money and they honestly don't get it […] Some of these private sector organizations end their relationships and they don't want to see us again. Ironically though, each and every company of those would have a flashing CSR tab on their website and a department in their organization, and they brag about their philanthropic charity, and then you will realise that nothing is really strategic or embedded within [the organisation]. (CR1)

MR1, from a start-up media agency, had a more balanced view of CSR in Jordan. She highlighted that "CSR is muddled with sustainability, sustainable development, green economy, and philanthropy". Moreover, she explained her opinion of where CSR stands today, according to the general public: "There is no public demand, people are not aware, and they cannot demand it, and companies therefore are not expected to be answering unmade calls." However, some managers were more positive, describing themselves as "more confident. We feel many things are picking up in terms of how many people are interested. Moreover, CSR in Jordan is moving towards the right direction, but it is not there yet".

A representative from a well-established environmental NGO (CR5) also had a more optimistic attitude about their cooperation with the private sector and how CSR appeared in their work:

> CSR is the most powerful concept nowadays; it has opened the eyes of the private sector and the manufacturers. We are grateful for CSR because it opened the eyes of those industrialized businesses in particular and highlighted that the environment is not about paying extra money: on the contrary, it is about saving money and sav[ing] costs; it makes you appear to be ethical and kind, not greedy and careless. It spoke the language of […] business. Also, it woke up the humanitarian side in every industrial person.

She also reflected a positive outlook about their experience when asking for money: "we work with them to bring money under CSR. We work with their marketing departments

who have been very, very helpful, so we end up having a win-win situation". Here, CR5 indirectly illustrates how private sector organization try to be altruistic in order to "appear to be" ethical rather than being first and foremost in pursuit of an altruistic goal; this is also shown by her later reference to a "win-win" scenario (Kurucz et al., 2008).

Civil society representatives shared a common view that the private sector implements philanthropy in general, rather than development-related CSR activities. Moreover, almost all representatives had had negative experiences dealing with the private sector on CSR-related projects as "begging" for money. However, the environmental NGO representative shared a more positive experience, due to the increasing importance of the environmental dimension within the country. This accords with Carroll (1990), who argued that the environment is becoming the most widely-acknowledged dimension of CSR. However, once again, Carroll argues that this is due to its financial value on the balance sheets of organizations.

4.2 Drivers for, and Approaches to, CSR in Jordan

The research findings highlighted the relationship between the different drivers for CSR and the various approaches implemented in Jordan. For instance, some activities in certain sectors, such as education, that illustrate the PCSR approach, were evident when government gaps within the education sector were identified. Details of the different drivers and approaches are given below.

4.2.1 Religion, Culture and Tradition

Jordanian culture, as mentioned, is deeply-rooted in Arab and Muslim culture, with traditions that are strongly instilled within local communities (The World Bank, 2014). Many participants strongly highlighted the importance of giving back to local communities (GR5, PR2, ER5, and CR1). Given Jordan's history, tribal affiliation is perceived to be stronger than religious sentiment in creating a sense of community cohesion. However, religious, cultural and tribal systems all shape Jordanian communities (Layne, 2009). Some participants believed that CSR was derived from 'personal' beliefs related to religion, ethos, and cultural pressure. ER5, a well-known CSR expert, shared:

> I see that we in Jordan have a great spread of CSR practices; technically everybody is doing CSR somehow, be it because of the need to support the family, local communities, or simply because of religious commitments … I can't think of a single organization that doesn't have an element of CSR practice. They don't label it 'CSR', they don't categorize it, but they do it, which is, at least to me, an advantage.

PR2 explained how he shared his passion for reading and youth empowerment and how he instilled energy into his staff through CSR projects. Societal and cultural pressures were thought to cause corporations to at least try to act more responsibly within communities. He elaborated on their high level of CSR involvement, saying,

> We need to be involved in CSR in various dimensions; humanitarian, social, cultural, environmental, and community-related ones … I am pushing CSR forward with everything I hold because we were raised with values that oblige us to give back to our communities.

CR1, a senior NGO representative, also referred to culture as a driver, stating that, "our culture here in Jordan, forces us to do good for the communities around us". ER1, an academic who has conducted extensive research on sustainability, Islam, and CSR, was the only member to link the concept of CSR to different drivers and debates:

> The issue of linking culture to organizations is becoming critical. There is something now that organizations are talking about called Value-Based Organizations or Ethical-Based Organizations. CSR, as you know, went through different phases: denial ('I don't care'); then mainstreaming, like philanthropy; and now it is part of the strategic approach and a differentiation element in performance and business conduct between organizations.

ER3, a renowned expert on the Arab Spring, and CSR, referred to himself as a social democrat and spoke cynically about the present and future of CSR in Jordan, given its place in the world:

> If you look at how CSR originally emerged, you will find out that it came out in the communities that were fighting for the rights of people and wanted to give them a voice, countries that called for labo[u]r rights, environmental rights, people that strove for a better life. Here, if you look at us, we are a country that is based on donations and giving out. How applicable is this to Jordan, given the idea originally emerged in a socialist society, a believer in the redistribution of income, and that is obviously not the case here… I am not really sure.

Regardless of the different paradigms of culture among participants, culture was agreed upon as a driver, yet very few participants spoke of religious drivers for CSR conduct in businesses (Layne, 2009). Religion was mentioned in an example given by PR8 when she spoke of a business owner who implements CSR due to personal Islamic beliefs and belongs to a Jordanian tribe known to be very religious:

> Others like X, they have the belief and religious faith and sincere will to give to the society and communities they live in, and they want to witness the good when they do it. […] Mr Y is personally very interested and believes in it. He is always thinking of new projects which would help those who are in real need. He has his beliefs and motives out there loud and clear, so you easily notice it is an individual effort and direction and, in his case, it is Islam-driven.

ER1 elaborated on his view as to whether Islam can be considered a driver for CSR:

> I would say yes and no depending on whom you are approaching. With some known religious business owners for instance, then yes, of course Islam is the best cause or driver for CSR. Yet, some others, especially those corporations managed [by] non-Muslims, of course not. Generally speaking though, Islam will absolutely support the concept of responsible business conduct and giving back when talking to those who consider themselves to be religious. Islam does not talk about CSR: it talks about societal responsibility. Every individual is responsible, not only corporate[s], as per the Islamic *hadith*: 'All of you are guardians and are responsible for your wards'. The idea does not limit the scope of philanthropy or social responsibility to only [the] private sector. It argues as to what extent business owners are willing to adopt and adapt the cultural part of CSR as part of ethical business conduct.

Islam does support CSR through the existence of *zakat*, the fourth pillar of Islam and therefore often a common religious approach to CSR in Muslim countries. In Jordan though, participants did not related the two concepts to each other. In Jordan, the Zakat Fund Directorate (ZFD) was created by law in 1978 as an administratively and financially independent entity that falls legally under the Ministry of Awqaf and Islamic Affairs. ZFD assistance programmes are available to everyone, regardless of nationality or religion, and are available on the principles of justice and equality. ZFD contributed almost GBP10.4 million in 2018 for the poor and underprivileged, covering the entire Kingdom through their 233 committees (Zakat Fund Directorate, 2019). *Zakat*-funded schemes are financed by private voluntary contributions; around GBP21.4 million was endorsed by the ZFD in 2017 in Jordan. Such contributions are generated from *zakat* paid by private corporations, investment companies, livestock, real estate, gold and silver, bank savings, shares in the stock market, land and so forth (Zakat Fund Directorate, 2018).

None of the participants mentioned *zakat* as a possible application of CSR in Jordan, but this does not mean there is not overlap between the two ideas.

4.2.4 Strategic Leadership as a Driver within the Private Sector

On a more operational level, many participants throughout the three sectors associated CSR's existence with leading senior individuals (Waldman et al., 2004; Aguinis & Glavas, 2012). GR1 stated that "if management or the CEO […] is interested and wants CSR to be a part of their strategy, then it is developed and instilled". Similarly, PR2 stated:

> Honestly, CSR is related to an individual's approach in the management of the organization and their belief in CSR and its value. For instance, I as the manager of X, I am a strong believer that x% of our profits must go for CSR, yet if a new manager comes in and he is not a believer in CSR, then that's it, our CSR department or policy will fade away with me.

Moreover, the involvement of public sector institutions with CSR was also said to depend on the person in charge: "it surely does depend on the minister in place" (GR5). Private sector consultant PR8 shared a similar opinion, saying,

> If a minister comes in and he is excited about CSR and has his networks and relationships, it will work for a while, but of course it is not sustainable, given it will disappear the minute he leaves his job.

Ministers are not expected to stay in their position for long, and so policy initiatives can simply fade away as ministers come and go. Therefore, CSR involvement, even in terms of government involvement, according to participants, seemed to depend on those in charge and how involved they wanted to be with CSR as individuals. PR6 had a similar opinion about government officials and their interest, sharing his organization's experience with one institution:

> X Municipality is helpful. A few departments which we deal with are very helpful and supportive, and that was only because the leader/manager there is a supporter of CSR … it ends up being a matter of individual efforts.

There was a certain level of agreement among all participants that management and leadership are indeed important drivers of CSR in Jordan (Waldman et al., 2004; Aguinis & Glavas, 2012). These drivers identified through the interviews are in line with the debates around CSR in the literature, particularly studies by Kurucz et al. (2008); on

marketing and reputation motives (Porter and Kramer, 2002); explaining the edge in business strategy and innovation motive; and Moon (2005), who elaborated on self-interest in CSR.

4.3 Summary

It is evident from the findings above that even though differences in levels of awareness and understanding were evident, the overall views had many commonalities. Initially, the entire sample knew the term CSR. However, almost all participants, despite their sector, thought the term to be new, which make sense of the fact that the relevant Jordanian literature available was only around fifteen years old (Jordan Business Monthly, 2005).

The association of CSR with philanthropy was common within the sample and was also presented as a frustration shared by almost all agencies during interviews. However, this is not surprising, given that the most common application of the social dimension of CSR is philanthropic (Jones, 1980; Marsden, 2001). Experts were very knowledgeable about the term CSR; however, their opinions were highly affected by their own schools of thought as to what they considered to be 'real' and/or 'correct' CSR conduct. Participants had their own perceptions of what CSR is and what it should serve. They seemed to have a pre-established 'correct' definition of CSR as something that leads to development and is not charity-based. Moreover, each sector criticized the other sectors: CSR presented different benefits to different sectors and therefore they each accused one another of not doing CSR 'properly'. It is not surprising that the question of altruistic intention was reflected by some participants, as it has been a prominent component of the CSR debate (Rollinson, 2002). However, if one was to consider religious motives to be altruistic, then Islamic beliefs have been witnessed to be a solid motive for CSR conduct in a country with a significant practicing Muslim population like Jordan (Zinkin, 2004).

The findings present certain themes that many studies in the literature from Jordan shared. Secondly, almost all Jordanian literature referred to CSR as a marketing-related term, which again was often the case in the statements that the participants provided. Thirdly, the issue of Islam was also highlighted in the literature, but wasn't as directly apparent in the current findings, given the existing government institutionalized *zakat* contributions to communities.

Ever since the emergence of CSR, Bowen (1953) has maintained that social responsibility does not provide solutions to the issues of today's economic and societal interactions. However, in the Jordanian case, many participants perceived CSR as the solution to Jordan's current economic and social situation. Ideas and opinions presented by experts were very interesting: CSR was thought to be the solution to achieving development, bridging gaps between members of society, and aiding in the economic crisis that the government is facing.

Research highlighted that drivers reflected directly on the approaches to CSR in Jordan. Internal drivers within the literature were evident within the Jordanian research sample, yet some drivers were more evident than others. Culture and tradition were most frequently referred to, given the country's strong religious and cultural heritage, and were reflected in the mentions of *zakat*. Government gaps were also mentioned in all conversations under many areas and discussions, yet the private sector hasn't been as active as research participants expected. Moreover, in some sectors such as education, the private sector was very active, but in a careful manner, ensuring that they are helping the government rather than taking over. In addition, socioeconomic priorities and crisis responses were interrelated strongly, given the complexity of Jordan in terms of its location and neighbouring countries, but this was not reflected in any of the approaches to CSR. All private sector candidates spoke of how proud they are to be utilizing CSR as a strategic economic approach in their companies, which they felt noticeably added value to their companies. Market access and political reform were not mentioned by the participants, which might be to do with the sample itself in terms of how large Jordanian private sector entities are.

More recent studies of CSR confirmed that the government in Jordan was not a strong enough of driver to impose CSR and responsible business conduct. However, private sector organizations have developed effective CSR practices since the Arab Spring without government intervention (Avina, 2013). The most recent published study on the reality of CSR in Jordan named four main drivers for CSR conduct (Corporate Social Responsibility in Jordan, 2014): the societal obligation to provide support in return to the societies and communities religion; the need to help those who are underprivileged; and internal CSR and its long-term value for any corporation. These four reasons were shared by the

participants in this dissertation, although the rates and distribution of answers are very different. This could be because the CSR in Jordan (2014) study was quantitative in nature, with a larger sample from the private sector only, while this dissertation is qualitative, reflecting opinions from all different sectors. However, if motives and drivers were to be better understood, different sectors could be addressed individually as research focal points while distinguishing between different authority levels and spectrum of influence, utilising the appropriate research tools.

CHAPTER (5): Relational CSR & the Role of Government in Jordan

This thesis aims to address the role of the government in the development of CSR in Jordan. It approached the question in two stages. The first was to assess the current awareness, understanding, drivers and approaches to CSR in Jordan, as presented in Chapter (4). The second was to address the practice of CSR by exploring the relationship between the government, private sector and civil society. This chapter will initially highlight the general applications of CSR within each of the sectors, and will then go on to describe existing collaborations between the parties, if any, before establishing whether relational CSR was apparent in the Jordanian context across all three sectors. The chapter will illustrate the relationships between the three players through Figure 6 (page 11) presented in the literature review chapter. It will later attempt to focus in greater detail on applications in which the government appears to be involved and consider the role of the Jordanian government via Fox et al.'s (2002) matrix.

Whilst the literature presented a wide list of definitions and dimensions of CSR (Cramer et al., 2004; European Commission, 2001), it lacked a clear description of what constitutes CSR in practice. It was also evident that there was a lack of contextualization of the term; it was defined according to general factors such as the environment and society (Dalhurst, 2006). This chapter will aim to address the practice of Corporate Social Responsibility in Jordan and the specific Jordanian context.

5.1 CSR Practices in the Private Sector

The research sample included eight private sector organizations, all of which had their own CSR programs and initiatives. The findings show that the private sector seems to be applying three major themes when practising CSR: random philanthropic activities; strategic initiatives covering particular areas such as education and arts; and comprehensive sustainability programs and strategies.

CSR regional consultant ER5 claimed that her recent study on Jordan revealed that "at least GBP58 million [was] spent by the private sector on philanthropy yearly". GR7 gave further examples of various common philanthropic activities: "giving out donations, providing help to those in need, aiding schools, providing university seats, cleaning schools, providing radiators and gas, paying for various sorts of fees". However, GR3 stated that many private organizations are not only philanthropic, but are rather investing in empowerment-related projects:

> Actually, a lot of corporations and banks are doing their part and are not only philanthropic, they are also empowering communities. Also, some companies I know of are actually helping in building up communities around them.

PR2 elaborated on their holistic CSR strategy and how their program targets a few "critical dimensions" that empower communities: "We need to be involved in CSR in various dimensions; humanitarian, social, cultural, environmental, and most importantly community-related" (PR2). As mentioned, education was a prominent means to implement CSR amongst participants. PR1's major investments were for educational purposes on a local and regional level:

> We have educational partnerships with three universities where we offer scholarships for students, whilst assuring the highest standards of quality in the educational level and teaching standards being provided for our students.

PR4, a representative of a well-established regional private corporation, shared that they have "a 5-dimensional CSR strategy implemented where they cover health, social cohesion, education, environment, and youth and sports". They "also make sure they share national events and holidays with the communities through celebrations". Moreover,

they "have adopted three houses in Save Our Souls (SOS) children's villages"; they also "follow up with them after graduating from SOS and give them university scholarships". He also shared their new business approach, Entrepreneurship Corporate Responsibility (ECR), in which they "sponsor creative innovative people through technology. They also partner with some of the most renowned innovative international institutions to assure their training programs are of the highest calibre". (PR4) On the other hand, he shared an experience of a fruitless environmental involvement with public schools:

> We have had projects with some schools to spread the culture of recycling, but we stopped. It is very demanding in terms of time, cost, and unfortunately no collaborations were made and the project died

Similarly, PR5 relatedly mentioned his company's "sustainability" 5-dimensional program, emphasizing their environmental achievements:

> Our sustainability approach covers a wide spectrum of aspects. The environmental aspect in particular is something we take pride in; all our products are biodegradable now. We have officially documented all our documents and manuals, and instilled sustainability in all our projects and work aspects.

The examples above reflect the fact that some pioneering private sector companies are associating their level of CSR involvement with sustainability. However, business consultant ER5 thinks that some initiatives labelled as CSR conflate the idea with other philanthropic or charitable initiatives:

> these big corporations, they are great at what they are doing, but it is not CSR: it is sustainable development. It is not CSR, it is a totally separate thing; and it is great for sustainable development, but don't mix the two (ER5).

The participants all seemed to criticize other sectors claiming to be involved in CSR, with strong views on what is 'real' and 'correct' CSR and what is not.

5.2 CSR Practices in Civil Society

There seems to be a recurring phenomenon in Jordanian society, in which private sector corporations with long-term CSR strategies establish an affiliated NGO through which they

carry out all their CSR work. For instance, four of the eight private organizations taking part in this study have established their own NGOs to implement their CSR work in the community. Some private sector representatives explained this as an "easier" way to get projects going. PR2 said:

> We thought of establishing our own NGO. We spent 2 million JOD to establish our NGO to work with community development and CSR-related activities, but it was totally worth it, it is the easier way to get things going.

PR5 also stated that "our NGO is our philanthropic arm into communities; it aids in our sustainability process". He didn't, however, further elaborate on the sustainability aspect other than that having the NGO makes work with communities more structured and organized. However, this phenomenon was also described with some cynicism:

> A certain NGO is now a separate foundation, so it is not really reflecting the corporation. I know that they are doing a lot of good work, but this is not the private company's work. (MR1).

MR1 went on to describe his experience of approaching a private company:

> I approached the corporation to get laptops to send to kids in Jerash's governorate. They didn't give me anything; they actually sent me a financial quote. I mean, come on. They have requested a tariff on their philanthropic giving; they said they need it for their NGO to be efficient […]. They can't claim to be having corporate CSR; this is basic NGO management.

ER3 reflected on an example he knew of:

> Company X has two projects running right now through their NGO, I know that they fund the NGO annually with 1% of the company's profits. That is all that they spend, who says this 1% is the actual's company's expected responsibility.

It was evident from the interviews that establishing NGOs to carry out private sector CSR work was common. Some claimed this was for administrative and structural reasons, while others were totally against it and thought it totally unrelated to CSR.

A prominent civil society-driven initiative was mentioned by almost half participants at various points throughout the interviews: the King Abdullah II Award for Excellence (KAAE), initially created as the King Abdullah II Award for Excellence in Government Performance and Transparency in 2002 in response to His Majesty's vision of 'nurturing a culture of excellence in government institutions and to enhance public sector services to the Jordanian community and investors. It is the highest excellence award for the public sector at the national level' (Royal Hashemite Court, 2015). The award has now been further developed and targets both public and private sector entities, as well as civil society organizations. All participants, regardless of sector, referred to the award when talking about CSR promotion in Jordan. GR1 said that "[the] King Abdullah II Award for Excellence is there; those [making a] high contribution to societies are recognized in the actual ceremony of the award", but didn't provide any more details when asked to elaborate. GR5 stated:

> If I am to tell you about our own CSR and where it all started, then I have to tell you about King Abdullah's Award for Excellence. Social responsibility was one of the major criteria that we were evaluated against. With that, we noticed the term 'social responsibility'; maybe it was done before under a different title or different action, yet it became much clearer to us when it became a solid component of the KAAE … Year after year, our knowledge of CSR developed and now we apply the award criteria to our Monitoring & Evaluation strategy.

Other participants were not totally certain whether the award encouraged CSR or not: "KAAE is expected to promote CSR, isn't it? I am not really sure" (CR1). Others questioned the level of influence the award has: "KAAE has a lot of stuff on CSR but is it real? There is this award that claims to have a big CSR component, but how do they define it, philanthropy or CSR? No idea" (MR1). Moreover, an environmental expert shared her opinion of the award:

> we have KAAE applied as a rewarding system tool. I mean, the CSR element in it is ridiculous. They want to increase the bar of employed women and have the 'no smoking' banners up and that is it. If you have these two, then you have ticked the CSR box. (IR2)

Whilst KAAE seemed to be a recurring term in the interviews, opinions varied with regards to its relevance to, and relationship with, CSR. Some individual civil society driven initiatives were shared by participants, such as CSR Jordan Voices, a stakeholder engagement program where people such as teenagers, mothers and housewives are asked to write about their perspectives on the social and environmental issues corporations should be responsible for. The material is published on various media platforms, and is a project that aims to consider CSR from a totally different viewpoint, according to MR1. The Green Economy Council and Friends of the Environment NGOs also seemed to be active related to CSR:

> There are certificates and awards that they [companies] can get once they are evaluated but not from us; rather, from the Green Economy Council and the Friends of the Environment organization. They have systems in place to audit the performance of the corporations and they grade them accordingly. (GR3)

Finally, a renowned international EU fund seemed to be applying CSR throughout their business through their micro-finance funding initiative, as IR2 explained:

> We, as micro-finance supporters, we are strong CSR believers. We have finally established an official code for us all to function under. This code regulates all of our interactions, so it organizes the interaction between the different small companies, between the companies and the government, the companies and the investors, the companies and the environment, the companies and their own employees. We created the code as a personal initiative because we wanted it. This is our CSR … All our micro-finance companies are very responsible with their stakeholders, employees in terms in training, and every aspect you can imagine.

It is apparent that multiple civil society organizations are involved with CSR-related initiatives, but with different levels of implementation and various understandings of the term.

5.3 CSR Practices in Government

Governmental officials seemed to be vaguely aware of the applications of CSR within the public sector. A few initiatives were mentioned, but without sufficient details. The researcher delved further through various resources to gather more information about the initiatives. GR7 presented a well-established governmental institution that has projects throughout the Kingdom. She stated that their CSR involvement is case-base philanthropic involvement:

> For instance, a merchant in area X had his place burnt [down], and we supported him to rebuild it again. We also support students; we pay fees for specific cases that approach us with a real need. In Ramadan as well we do philanthropic stuff. At the beginning of new academic years, we distribute packages for students. It is all individual work; we don't have a specific strategy in place that we stick to or do it always as an existing mission or strategy; we do philanthropic giving when a case arises.

She also claimed that they always keep an eye on opportunities for CSR contributions to those in need within the governorates[7]: "we try to facilitate and create CSR opportunities in the governorates with the private sector" (GR7).

On a more positive note, environmental expert CR5 stated that "we have [an] environmental police department in Jordan, the only country in the Middle East to actually have it. Dubai is about to establish one this year" (CR5). The Environmental Protection Act (EPA) "supports the environmental efforts of the Kingdom of Jordan by enhancing enforcement and compliance with environmental laws and regulations, and increasing public awareness of environmental challenges and solutions. EPA in Jordan provides technical assistance and training to staff in the public and private sectors and civil society organizations. They are expected to deliver the highest standards of coaching and training in the environmental field" (Environmental Protection Act, 2015). CR5 did, however, mention that "the unit is established with the highest standards, yet the system cripples implementation".

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[7] A governorate is an administrative division of a country. It is headed by a governor.

Another governmental initiative mentioned by a couple of interviewees is the Governorates Development Fund (GDF):

> All these donations from the private sector would be collated and would go to support the fund. This fund is intended for creating employment opportunities for members of the governorates and to also support overall development initiatives within local communities. (GR1)

IR2 added that "the Fund for Governorates Development is an idea that could be very attractive for the private sector to spend on. I just think that we need to have a different strategy and approach to deal with the private sector". The GDF was developed to aid citizens in running their own businesses, by providing them with technical assistance and training. The idea is for,

> The government to partner with the projects with a maximum share of 49%; then after the ventures are up and running they will withdraw… at the end of the day they are meant to be operated by citizens not government (IR2).

The fund was established in February 2012, with 150 million JOD, and it was supposed to sustain itself through CSR contributions from the private sector (Jordan Times, 2012). The only advantage for the private sector seems to be the deduction of their contributions from their income tax at the end of the year, and being affiliated with a royal initiative. None of the private sector participants or civil society representatives mentioned the fund spontaneously or had heard of it.

Another similar fund was brought up by GR1: the Hashemite Fund for the Development of Jordan Badia, established in 2003. It began operating in 2006: "[it is an] initiative managed by her highness Honourable Zein bint Nasser, the Bedwin Fund. [The] private sector can contribute to that" (GR1). The Fund serves the Jordanian Badia and all its regions, seeking to enhance the socio-economic conditions and standard of living in the Jordanian Badia (Badia Fund, 2015). This Fund is again highly dependent on the philanthropic contributions of the private sector. Yet, again none of the participants mentioned it in any of the interviews when asked about government-related opportunities for CSR investment.

Finally, almost all participants seemed to make a direct association between the government and the King, given Jordan's political context as described in Chapter 1. The "king's vision" was referred to throughout interviews. It was claimed that the king was personally involved in several CSR-related initiatives. PR3 mentioned the "King's initiatives, *Kolona Al Ordon* [we are all Jordan]; I mean, we have so much to [do to] promote volunteerism and CSR as the King's vision." GR8 gave his personal opinion on a few royal projects:

> It was purely the king's personal vision. There are a few royal initiatives happening now. His Majesty, for instance, now wants to give people solar panels to generate renewable energy in an effort to subsidize households in poor areas. This way we end up lowering their living costs by reducing their electricity bills.

He added that the king is actually "paying from his own pocket" for this project, but it is hoped that the private sector and civil society organizations will support the initiative once it is launched.

Government initiatives seem to exist, yet with minimal publicity: participants in the research appear to not know about them. The level of implementation is also vague and not clear from the input of the interviews and online material.

5.4 CSR Practices in the Public and Private Sectors

My research revealed a diverse list of collaborations, regardless of who claimed to have taken the initiative. Collaborations ranged from basic sponsorship to full involvement and partnership. For the purposes of this research, king- and queen-driven initiatives will be considered governmental initiatives, whilst initiatives driven by royal NGOs will be considered civil society initiatives.

Almost all participants mentioned collaboration with royal initiatives, claiming this to be "the big, most popular thing now" (MR2). Some participants perceived it positively ("royal initiatives are providing a lot of good services for some of the poorest areas in Jordan" (IR2)), while others were vague ("there is some princess and royalty stuff and awards for social responsibility or something that encourages volunteering. I don't know much detail, but I know something is happening out there" (MR1)). However, a few

participants were against such collaborations. Private and public sector expert PR2 observed that "the private sector has realized certain collaboration opportunities with the government when initiatives are under the name of His or Her Majesty, not because of their interest in the actual project, but for the royal association purposes" (PR2). PR4 agreed, explaining that their CSR collaborations with the King's initiatives had been undertaken because they "portray loyalty to the higher powers in the country; we need to follow the royal approach and initiatives". ER3 added that,

> CSR money in this country is going to Royal initiatives. Private sector corporations have no problem whatsoever to fund all of the Queen's initiatives regardless of their cause; it is a holy philosophy to them. They need the political support.

PR1's company collaborated with the Queen and the Ministry of Information and Communication on an e-literacy project. PR1 elaborated, saying:

> We also [undertook] e-education initiatives with the Queen and the Ministry of Communication. That collaboration gave us a lot of popularity and buzz, which ultimately led to the fact that Her Highness invited us and gave us full authorization to create knowledge stations in the Kingdom and to supervise the whole e-education initiative at schools, where we manage the conversion of all schools to e-literate schools. We were also asked to manage the e-literacy strategy and system in Jordan.

He further elaborated on their involvement, stating "we were also providing them [the students] with rooms, computers, facilities, community service, and all sort of educational support […] to get this initiative going" (PR1). One of the participants mentioned that "rumour says that 2% of banks' profits go to royal initiatives only, when they are intended to be spent on various initiatives".

PR1 also shared information about their collaboration with the Ministry of Communication in creating knowledge stations in Jordan:

> The minister of communication approached us and asked us to manage the knowledge stations, since we have the experience. We accepted his invitation and we worked on managing the stations. We did, however, struggle with it, as we perceived their plan and conduct as inefficient, yet we couldn't do much about it.

It was a public initiative and the people applying it were staff from the public sector.

PR4 had been involved in a few collaborations with multiple governmental institutions (but not the King or Queen). In a national philanthropic campaign occurring in 2015, PR4's company distributed food packages to refugee camps around Jordan with the aid of a few governmental institutions:

> We also distributed packages in Ramadan for those in need with the help of members of the Public Security Directorate. Their [contacts and working] relationships helped us access local authorities. Also, the ministry of social development has updated data on all areas in Jordan, so they provided us with all that we needed. When we went to the refugee camps with the Public Security members with us, we knew that no one could attack us and no harm will be made to the packages or our team members. They are very helpful in terms of operations and logistics.

He also shared a list of collaborations with the government; again, their contribution was basic operational and logistical help:

> We partner with the ministry of social development under our relief and education funds. We get applications from people in need and we send an entire study [group] to the ministry. They, as government, have access to authorities, areas, and records, so they check the applications and who needs aid for us [...] There is another important partnership ongoing now with the Vocational Training Authority: we have three centres where we do free workshops to teach young people basic mobile engineering. It is totally free and once they attend the training they are licensed to have their own little shop [...] we also partner with the ministry of education, where we target kids aged from 10 to 12 and work with them on sports and general wellbeing. These groups are usually targeted later at local youth and sports clubs [...] We also worked with the Public Security Department to reach out to rural areas and gave them free oil and gas when the prices of gas and oil increase [...] We have work with the Higher Environmental Council as well. It is very important for us to have collaborations on the environmental dimension of our work.

PR6 shared her experience of collaboration with the private sector, stating that the only collaboration she could recall was a public formality in which the patronage of a senior official or a royal family member was sought.

These examples reflect diversity in terms of the governmental partners private corporations choose to collaborate with; however, the nature of collaboration seems fairly basic in terms of the levels of involvement. Moreover, it appears that the public sector involvement mainly consists of basic operational and final execution stages, while the private sector holds full authority over management and planning.

There were also some initiatives mentioned by government representatives in collaboration with private sector corporations. GR6 described one such episode of CSR involvement:

> We use CSR opportunities for our own good, not because it is in our mandate but because it benefits us. For instance we approached X bank to create a garden in the empty land in front of our offices, because that makes the area around us cleaner and more appealing for visitors.

Another initiative was mentioned by the representative from the Ministry of Environment, who stated that:

> We as a ministry work a lot with manufacturers and factories. We share with them the needs of the communities around them and make sure the work doesn't negatively affect them. That is in terms of the pollution and the direct influence of their work on the communities in which they are operating. We also try to facilitate making the companies employ people from the communities and aid them on a personal basis when in need.

GR3 also shared a more recent initiative that was deemed successful, in which the ministry "had a big water recycling initiative that was proposed by X company; they proposed it to us and to the ministry of water. Both ministries took it on board and we launched it. It was a success". However, when GR3 was asked to give more details, he couldn't recall much and didn't even know the name of the corporations involved. The website of the ministry of the environment did not have any information on the project either.

CR5, an environmental expert, mentioned recent collaboration news that she had heard, saying:

> I only knew recently, almost a month ago, the government has allowed the private sector to take part in the recycling and waste management initiative, only because

the situation has reached a point of no return, and they needed to do something about it.

She explained that this project in particular has been on hold for so long due to the lack of capacity within the ministry, and the solution was there all along: to collaborate with the private sector.

GR5 shared her experience of a collaboration between the Ministry of Transport and the private sector:

> [under] the X capacity building initiative, all private sector companies involved were helping us with sourcing the places, raw materials, papers, printing and many other things. They aided in providing everything we needed and we listed them as partners in the initiative. We also gave them certain privileges in terms of their work with us [as] a ministry.

She also shared another project in which they worked with universities: "they would give us the rooms to conduct training programs and we would let their staff and students attend the training for free".

An interesting initiative was presented by GR8 as CSR joint practice between the government and the private sector in Jordan: the Jordan Development Zones. GR8 referred to the king as the government partner of multiple private sector companies:

> His Majesty initiated the whole thing; he announced four governorates in Jordan as Development Zones to start with. The idea was that the government would either give the land to X private investors or that the private sector would come to the government and would request certain land to turn it into a development zone. Once this land is given to them, they will get tax reductions, and much easier business conduct in the zone. However, at the end of the day, the land is owned by the government, but they really cannot manage it alone. That is where the private sector would come in and be named Master Developer: they would control the entire area. These zones are incredibly responsible, in all aspects. They are obliged to involve the local communities, to employ people from the local communities; they must build a base and vocational training centres within the communities, and train people. Private sector partners have to sign the contract, which states that they have social responsibilities and environmental responsibilities and you need to be conducting business under the CSR banner. So

if you think [about] it, it is CSR. [In fact]] it is not only CSR: it's an inclusive
approach which is not even done for marketing or PR purposes like when the private
sector does it, and this is purely done for CSR development-related purposes.

However, when the website of Jordan Development Zones was checked, there turned out

to be two areas only up to date:

> the establishment of the JDZ is intended to set the stage for the engagement of
> private sector partners to participate in the development of both zones under
> special commercial terms and conditions. It is believed that establishment of the
> Area will significantly enhance the development prospects, tourism revenue and
> economic impacts to Jordan. (Government of Jordan, 2015)

Moreover, the website did not refer to any "government" input or ownership. The

welcoming letter referred to the fact that the King was the initiator of the project;

however, it is called the Jordan Development Zones Company, defined as a purely private

sector initiative.

5.5 CSR Practice between Government and Civil Society

This section will shed light on existing collaborations between the government and civil

society organizations under the banner of CSR. As mentioned, the King and Queen are

considered government agents if mentioned without any association with a royal NGO.

Queen Rania was mentioned on several occasions, which may be because there are at

least six NGOs in Jordan associated directly with her, or maybe because participants

thought of her as an active advocate of CSR. For example, PR3 said that,

> The Queen is doing a lot. Jordan River Foundation [JRF] and all her other NGOs are
> doing a lot of CSR-related initiatives. They promote small businesses, and try to
> push community empowerment via the private sector, so they are actually pro-CSR.

CR3 also observed that,

> [The] JRF try to communicate with related ministries; they do capacity-building for
> them. They realize that government representatives try to make [the] private
> sector take some responsibility within communities and they use organizations like
> [the] JRF to do that.

GR3 highlighted collaboration with public schools and universities in building environmental awareness:

> schools and universities are very interested in CSR and they have been conducting workshops to educate the students about the different responsibilities they have with regards to the environment […] They have been asking for our involvement to educate their staff as well. Moreover, we had private hospitals asking us to teach their employees [about] energy-saving and renewable energy.

There also seemed to be collaboration between the UN and international agencies and government with regards to certain aspects of CSR, such as the environment. MR2 stated that,

> [Whenever] there is an event by the UN or a big international NGO on [corporate] social or environmental responsibilities, it has to be commended under the patronage of some government official who comes to cut the ribbon. They just work together, even though I assure you that in most of the cases, the officials don't even know the project's name.

More positively, GR7 mentioned their collaboration with USAID: "we are currently involved with GreenTech, they are working with USAID, and we are working with them on reducing our electricity bills by saving energy".

Collaborations between the public sector and civil society seem to be vague and not always directly related to 'CSR', since obviously no members of the private sector are involved. Yet it was interesting observing the associations that participants made with regards to what could constitute a CSR activity or project.

5.6 CSR in Practice between the Private Sector and Civil Society

PR6 considers partnering with NGOs to be creative:

> We always approach creative thinking in terms of how to maximize our profits and penetrate new markets. One of the ways we do that is by having partners with us, particularly under CSR [initiatives]. Our partners are mainly civil society organizations, whom are real partners: not just contributors, but our supporters in the mission.

She also shared that their organization is partially owned by a well-established Fund in Jordan:

> 4% of our shares are owned by X Fund, and they basically share millions from our profits; however, we don't know where the money goes. They are partners and we have no authority to see where the money goes, yet what we know is that it is intended to supporting that segment of people who are in real need.

On a smaller scale, CR1 shared their approach with the private sector, saying,

> We do Needs Assessment for the corporations and then we create an initiative, so that a private organization can just adopt an entire initiative that makes sense. We have successfully done projects with X, Y, Z on education and micro-finance, for example.

CR2 shared a similar collaboration with private companies, in which the company provides basic marketing expertise:

> X and Y worked with us just so we [would] put their logo stickers on all of our school supplies, so they that everyone will look and talk about the logo. So they create brand awareness and recognition and penetrate the communities.

Environment-related collaborations were also presented as examples of collaboration between the two sectors. CR5 said the private sector was very interested in collaborating with them, since they are environmental experts:

We work a lot with private sector companies and they are very helpful. If we just mention the word 'environment' to them, they immediately are interested. We have done plenty of environmental projects with the banks and schools, for instance.

GR3 also mentioned an environmental initiative that involved collaboration between private companies and civil society, although they did not reveal or maybe remember any details of names of organizations or companies:

I believe that there was a certain initiative that took place between a certain NGO and some private companies to do with batteries and using them and recycling them, and I think it was successful. We weren't involved, but in general, when there are two parties working together, I do believe that it will be more efficient and effective given you put the right expertise together.

Moreover, CR3 shared their collaboration with private sector organizations in getting sponsorship and in some cases "borrowing professional trainers for lower rates". PR2 showed pride in sharing the strategic decision he took by not celebrating their fifty-year anniversary traditionally, but rather by collaborating with local NGOs:

For our fifty-year anniversary, instead of doing a big PR event, I asked the finance department to tell me how much this would event cost if we were to celebrate it. That was around 500,000 JOD, so instead of doing the event, each branch held a small local celebration of the fifty-year [anniversary] with the local NGOs and communities.

While the aforementioned collaborations seem to be fruitful according to interviewees, PR8 shared a less positive experience:

We established X social centres to provide a holistic approach to support family welfare and offer advisory services for those in need in local communities. We tried to involve the private sector […] We struggled with them; they couldn't see the outcomes in terms of numbers, as it was a long-term investment and not measurable, at least according to their measuring tools. So we approached our partner NGOs and created a network of their contacts as well as ours. We only wanted them to help us with the supplies and facilities, and it was really hard: I am not denying that. We did have the project running, only after a year of collating what's needed to establish the centres.

Other common collaborations were with royal NGOs; PR4, for instance, shared three partnerships with Queen Rania's NGOS: "we work with [the] JRF, [the] Queen Rania Award, and [the] Queen Rania Academy on a wide range of initiatives". PR6 confirmed their alliances as well, saying "we worked with Queen Rania's Academy and other royal NGOs, which helps us with two things: access and exposure. So it is a two-in-one situation, which is brilliant" (PR6).

The collaborations mentioned so far are with local partners, but interviewees also shared collaborations with international organizations such as "UNRWA, UNHRC and the UNDP" (PR4). ER2 shared an incident she witnessed with an international donor agency: "this project with SIDA was out there, all [the] companies were fighting over the funds and projects, and I have no idea what were the collaborations like or contribution of each party" (ER2). However, a major international collaboration was mentioned by most of the interviewees: the Global Compact Local Network (UNDP Global Compact, 2015). Interviewees differed as to how the collaboration happened, since each gave their viewpoint only.

Private sector representatives shared negative stories as to how collaborations came about and the role the UNDP played. PR1 thought that,

> When the project was initiated in 2007, the private sector did not even know what the global compact meant or what benefit was in it for them. There was no cooperation from them or from the UNDP themselves, or even the government, so the project never worked out. It started and then it collapsed. When the network was initiated, the UNDP could not find a place to carry out the meetings. We provided them with the rooms and we tried, honestly, yet it still didn't proceed. Only this year [the] Talal Abu Ghazaleh Group [TAG] took over its management and it is finally launched. That process took eight years. Can you imagine?

PR3 shared his view of how the collaboration was intended, saying:

> We are now 48 companies in the network that got established for CSR [purposes]. We are now controlled by a certain corporation; he volunteered to host us for a year to start with, and we will see how it goes. But we finally exist after eight years of battling with the UNDP.

He further explained that,

The project was to establish a local network of private corporations under the global compact. We have been demanding a network ever since 2007. We have no network [so] the UNDP created this committee [but] [...] I mean which CEO is free to attend a voluntary network meeting? Of course nothing worked. Only this year [2014] they actually did something. We finally got rid of the UNDP leading the network [...] we were trying to convince them that the private sector has to lead for the last eight years, and only now TAG is finally leading. The UNDP should be driving and steering the network, and of course they did nothing. So we registered an NGO for the network, [and] again it took forever in terms of paperwork, it was unbelievable... Anyway, the UNDP are totally out now. They were expected to initiate and steer at the beginning [but] [...] they don't have the business know-how.

The private sector's perspective seemed cynical about the UNDP's role, but the UNDP representative IR1 told a different story:

In 2007, [the] UNDP as part of [the] UN, thought of a global project on the issue of global compact. We spoke of corporate responsibilities so that the private sector moved towards abiding [by a code addressing] nine issues such as labour, environment, society, etc. We wanted to create this compact so that companies come and sign it and actually abide by it. We started the initiation of the network, but it was never launched officially. Why? Because the private sector, I won't say isn't capable, because they are; I would say wasn't willing to commit to abide by these nine pillars and to regularly report on them; I would say they were not willing to contribute to society. So, CSR was one of these things that we were trying to convince the private sector to implement [...] CSR was always popping up as part of the global compact. The UN tried really hard to persuade the private sector to be active in CSR.

She further commented on the launch of the compact, saying:

The launch was really strong for the global compact; we are a lead agency that presents the UN system, so we took the initiative and we hosted the global compact in the UNDP. However, we always had a problem that people mixed [up] CSR with philanthropy, so we struggled with that [a] bit. Anyway, after a lot of promotional effort from our side, companies started joining, regardless of their motives. The whole human rights [agenda], the environment [and] gender issues are becoming more important and spoken of in the country, but are not easily applied [...] we have 50 corporations, we also have cities signing up [...] The challenge was for us on how to hand over the initiative to the private sector, so the project worked and

was fine, but we needed an exit strategy because we were paying and handling everything with big events and we really needed to exit. (IR1)

It is noteworthy that no other CSR initiatives are available on the UNDP Jordan website; additionally, very few details and no reports were available electronically or provided by staff there.

Private sector representatives and IR1 were asked about the role of the government in the initiatives, and they agreed that the two government representatives attended the meetings as "observers" only, maybe for political reasons, or maybe to make things look more "official". GR7 confirmed this:

> At the beginning, we had someone attend the meeting as representatives from our institution, but […] we had no input or any influence on anything, and we are not of course attending anything anymore.

The Local Network for Global Compact in Jordan was initiated by a civil society organization; it later became a collaboration between the private sector and civil society. The collaboration did not seem to be fruitful or successful, so the initiative became a group of private sector companies under a civil society institution.

5.7 Relational CSR in Jordan

The concept of the 'relational state' proved appropriate for this research because it helped in identifying relationships and co-responsibilities between the three sectors; public, private, and civil society (Mendoza & Vernis, 2008). Additionally, this model aided in mapping out interdependencies between private and public, and the recognition of areas of common interest between stakeholders with regards to CSR. Earlier sections presented CSR drivers, approaches, and practices in Jordan. This section will present cases in which 'relational CSR' seemed to exist.

Participants were asked if they witnessed any collaboration between all three sectors. Some answered with a clear "no", while others shared various examples. For instance, CR5 spoke of a joint collaboration:

I know a certain NGO that managed to get funding from the both the public and the private sectors for a specific project, but there was no further involvement from either regarding the project. It was just the funding.

For CR5, "sponsorship" was seen as a form of collaboration. PR1 shared their experience, which included more involvement:

We wanted to do a job fair […] It was the biggest one in the kingdom. We did it with X NGO and Y NGO [renowned NGOs] […] working with them on CV-writing, placement tests, and orientation. Any big event we have, we bring all the big companies from the country […]. Obviously, we had minister X launching and closing the event. Two ministries were listed as partners, but it was only for things to look right.

PR4 shared a bigger initiative that is still running and includes a large list of partners: the Children Museum initiative. The museum is supposed to serve 'As a national learning institution, which aims to meet community needs by fostering a safe and inclusive learning environment that children and families from all over the Kingdom can enjoy and benefit from' (CMJ, 2015). The initiative has been running for five years now, with five sub-programs: Free Public School Visitation Program; Free Charity Organizations Visitation Program; Free Open Days; Free UNRWA School Visitation Program; and The Mobile Children's Museum (CMJ, 2015). The initiative lists 57 partners spanning governmental, private, and civil society institutions, as well Queen Rania. PR4 elaborated on his experience of collaboration in this initiative:

The project is currently on hold [*giggles*]; it worked for a while, then it stopped. We have invested a lot in that program, yet having all those partners wasn't the best way for us to conduct CSR. I actually prefer working with one partner directly.

PR8 also described another initiative they launched with the government and civil society:

We established vocational centres with the government and some NGOs. We applied a holistic approach and we involved the private sector in 2008 until 2010. Back then, the minister involved was really excited about involving the private sector, yet the bureaucracy within the public system killed it, and the lack of trust between the private sector and the government also killed it. Trust is actually absent, and it affected the entire project. So we simply thanked the government and politely

ended it with them and decided to conduct the project as a private sector-civil society collaboration.

PR8 shared another project in which the armed forces worked with NGOs and the private sector in establishing 'employment opportunities':

> It was an initiative to employ Jordanians in real-estate projects, and stop being dependent on foreign labour, but rather create employment for Jordanians. The armed forces would train them, provide them with medical insurance and social security while they are on a contract. The private sector was obliged to hire 15-20% of them in relevant industries. So, what happened was that the private sector said that those employed were either not committing, or stealing, or wanting to be managers, or causing trouble. Things got so bad that managers asked the trainees to stay at home and salaries were sent out to their houses without them working.

Figure 6: Relational CSR Model in Jordan

CASE-BASED AID & Donations
GOVERNORATES DEVELOPMENT FUND
HASHEMITE FUND FOR THE DEVELOPMENT OF JORDAN BADIA
ZAKAT FUND DIRECTORATRE
KING-RELATED INITIATIVES
ENVIRONMENTAL POLICE DEPARTMENT

ROYAL INITIATIVES
COMMUNITY EMPOWERMENT
ENVIRONMENTAL INITIATIVES
TRAINING & EDUCATION
JORDAN DEVELOPMENT ZONES

PHILANTHROPY
SUSTAINABILITY
EDUCATION & VOCATIONAL TRAINING
THEMATIC CSR STRATEGY; CULTURE, ART, ENVIRONMENT

SPONSORSHIP
JOB FAIR
CHILDREN MUSUEM
MADRASATI

ROYAL NGOs
INTERNATIONAL AGENCIES
ENVIRONMENTAL INITIATIVES

ROYAL NGOS
INTERNATIONAL AGENCIES
TRAINING & EDUCATION
ENVIRONMENTAL INITIATIVES
GLOBAL COMPACT NETWORK

KING/QUEEN AFFILIATION

PRIVATE SECTOR AFFILIATED NGOs

CSR JORDAN VOICES
MICRO-FINANCE COMPANIES
GREEN ECONOMY COUNCIL
FRIENDS OF THE ENVIRONMENT
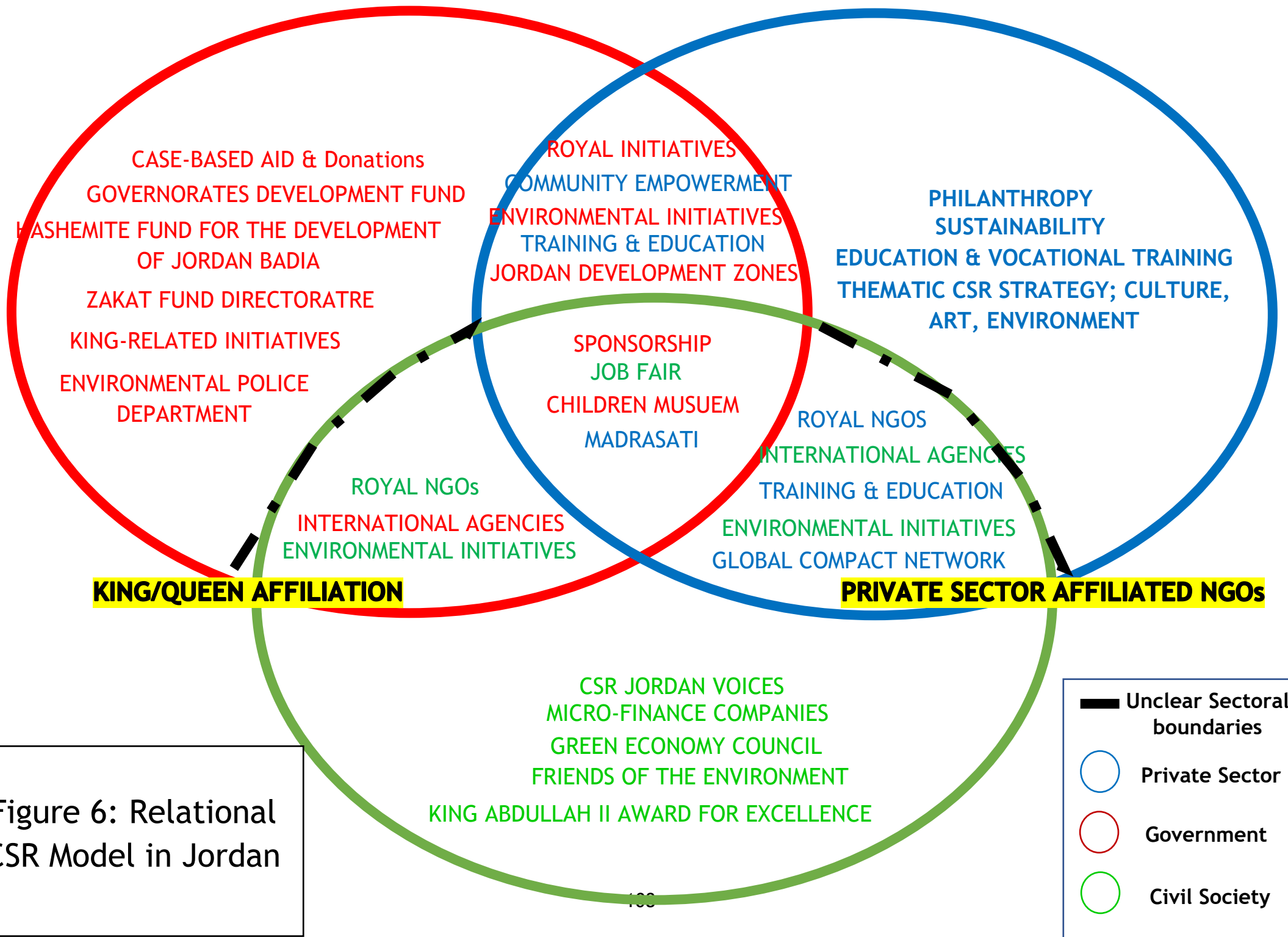KING ABDULLAH II AWARD FOR EXCELLENCE

Unclear Sectoral boundaries
Private Sector
Government
Civil Society

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The diagram above presents the basic major CSR practices in each of the sectors. The areas in yellow reflect a certain dilemma in this research context, in terms of classifying certain players. The King was deemed to be a governmental player, while his royal NGOs were considered civil society agents. Moreover, NGOs established by private sector organizations to undertake their CSR work were considered to be civil society representatives and in the private sector.

The public sector/government, on the most basic level, reflected a case-based, socially responsible approach in aiding civilians with donations. Additionally, initiatives related to or endorsed by the King or Queen also existed, with a clear link to CSR. The government also seemed to have established two funds for the private sector to support in order to aid the overall development process: the Governorates Development Fund and the Hashemite Fund for the Development of Jordan Badia. Moreover, Jordan seemed to be the only country in the Middle East to have an Environmental Police Department. The private sector was active in basic philanthropic initiatives, while some had thematic CSR strategies in place tackling arts, culture, or education. Sustainability was referred to in the interviews as a substitute for 'advanced' CSR, which was also practiced in the Jordanian private sector. Finally, a few civil society organizations were active in CSR: CSR Jordan Voices, the Green Economy Council, Friends of the Environment, micro-finance corporations, and the King Abdullah II Award for Excellence.

With regards to collaborations, regardless of the partners, drivers and the approach to collaboration, royal initiatives and RONGOs seemed to create room for collaboration. Education and the environment seemed to be attractive areas for collaboration between partners. Finally, international organizations seemed to also create room for collaboration under a CSR banner. As for relational CSR, a few initiatives were suggested as example of the involvement of the three major players. Opinions differed with regards to how efficient this collaboration was, but the phenomenon does exist in the Jordanian context.

5.8 Opinions about the government

The previous section attempted to map out the practices of CSR in Jordan by sector; it also elaborated on the interdependencies and collaborations existing between sectors. This section will discuss the role of the government, using Fox et al.'s Classification of Public Sector Activities table (2002).

A couple of high-ranked government representatives (GR1 and GR2) claimed that CSR is currently not a priority for their ministry, as it is considered 'new'. GR1 also explained the absence of CSR material on the ministry's website or in other publications was due to the "lack of awareness" on the "very ambiguous" subject of CSR. Zappala (2003, p.3) adopted a more universal view when he identified the role that the Australian government could play with regards to CSR: 'do nothing; regulation and legislation; non-regulatory activism; and best practice demonstration'. It was noticed in the data that 25 of the 30 interviewees used the word "nothing" when asked about the role of the Jordanian government with regard to CSR, as quoted below:

> But we have nothing specific in terms of CSR, we don't even use the term itself. We don't do anything and we have nothing to promote. (GR6)
>
> Zero effort: nothing really, forget it. I told you, there is nothing by law enforcing CSR, [so] the government is doing nothing. (CR2)
>
> Nothing: the government does nothing. And this is not just with us here; I am telling you the opinion of the entire private sector in Jordan. (PR1)
>
> There is nothing in the law, though, that deals with the ethical obligations from the employers towards their employees. (PR8)

The fact that most participants perceived the government to have almost no role led to considerable probing from the researcher throughout the interviews, to try to better understand the nature of the initiatives and what (if any) effort the government has put in. The main roles investigated were mandating, facilitating, partnering and endorsing, as per Fox et al. (2002), shown in Table 5.1 below.

Mandating	'Command & Control' legislation	Regulation & Inspection	Capacity-Building
Facilitating	Enabling legislation	Raising awareness	Stimulating markets
	Funding support		
Partnering	Combining resources	Stakeholder engagement	Dialogue
Endorsing	Political support		Publicity and praise

<u>**Table 5.1:**</u> Public Sector Roles, Fox et al. (2002)

5.8.1 Mandating

This model uses 'mandating' to refer to the public sector commanding and controlling CSR-related involvement through a legislative system. According to the interviewees, governmental websites and academic literature, no regulations seem to exist with a direct link to CSR in the Jordanian legislative system. That was supported by the interviews in which participants used mandating-related terminology on many occasions. All eight government representatives stated that there is no policy or legislation directly linked to CSR in their ministries. Below are some of their statements:

> Unfortunately, the subject of CSR in Jordan has not been formulated or formalized in any planned or structured way. So to say that a law or legislation or a system that actually exists for [the regulation of] CSR [is inaccurate]: I am afraid nothing exists. We haven't […] created the legislative or structural framework that [is needed to] support CSR. (GR1)

> So, as far as I know there is no framework at all […]. As for policies, some exist in general to regulate private sector work, but [are] not related [to] CSR specifically. (GR2)

> In terms of CSR policies, regulations, or legislation that deals with CSR towards the communities, I don't really know if anything is in place for that; at least not that I am aware of. (GR3)

> We as a government […] have no existing policies to do with CSR. (GR6)

> But we have no target plan or policies specifically for CSR and this is the case within the overall country. Even general national and country agendas: there is nothing for CSR in particular. (GR8)

Some participants explained the lack of policy as due to the fact that "the government is not obliged to be involved with CSR; it might be seen as a private sector thing" (IR2). GR5 highlighted the importance of government involvement, assuming that CSR has to be imposed from above:

> If the government was not enforcing CSR somehow with close monitoring and evaluation and simply decided to ignore it, then nothing will happen and it will be neglected. No CSR will ever take place without the enforcement of the government by the legal system in some way or another.

Most participants mentioned the legal system and its current state in Jordan. However, defining the minimum standards through legislation did not seem to be the problem in the Jordanian system, according to a couple of officials: "legislation and regulations are there; however, there is no implementation or any action to follow[-up] on that" (PR1). Moreover, GR4 spoke about the legislation within the ministry of labour in particular and shared a similar opinion:

> The legislative documents in the labour law in the Jordanian constitution have everything you can think of. So it all looks amazing from the outside, yet is it reflected on the actual state of affairs? No, it is totally the opposite. Labour are unfortunately the weaker party when it comes to policy and legislation enforcement if we are talking about the internal CSR element.

As for incentives, the only available documented incentive directly related to CSR is a tax law exemption incentive: "the tax law is expected to offer exemptions or reductions if you have incurred any philanthropic or charitable costs" (MR1). However, participants seemed to believe the law is not yet implemented: "the new tax law is not out yet and it is expected to be unfair anyway" (PR3). ER5 (a legal expert) added that,

> the law came out only two months ago. As far as I know, I haven't seen the law applied or even know how they claim to do that. According to me and my clients none of us have seen it. I even contacted the tax department: they don't even understand the law and what is happening.

The current income tax law in the Jordanian constitution states that the following shall be exempted from tax:

> Income of any religious, charity, cultural, educational, sports, or health institutions with a public character, not aiming to achieve profit and the income of charity *awqaf* [public endowment], and the income from the Orphans' Development Fund investment. (Jordan Law Department, 2006)

Interviewees held conflicting opinions about the role the Ministry of Environment played. GR3 said that,

> The ministry hasn't got a system in place, yet but there are new plans [...] [to] create their own system. They are creating plans about renewable energy and saving energy and how to implement it within all organizations, but nothing is solid yet.

IR2 mentioned that,

> The ministry, in some cases has policies or [other regulations that are] drafted but not applied, while in other instances, they have no polices written at all. Moreover, there is a serious issue in the allocation of work; there is a seriously malfunctioning system where legislation is lost between the departments.

PR3 also added that "Jordan's renewable energy policy is amazing: it is supposed to be one of the best policies in the world. However, it is not implemented yet, and it is taking all the time in the world". CR5 (an environmental policy expert) shared her frustration about the Environmental Protection Fund in Jordan. She stated that,

> The fund has 4 million JOD now, but whenever we ask for money or funds to support our projects, the ministry refuses. We discovered that the minister has been paying wages and salaries from the fund. One of the reasons the fund exists is to support CSR-related activities, yet it is not really the case and nothing has happened.

According to Jordanian Environmental law, the Environmental Protection Fund is conceived as follows:

The Law calls for the establishment of the Environmental Protection Fund to finance environmental projects and initiatives aiming at protecting the environment and conservation of its elements. In addition, and upon the recommendation of the Minister, the Council of Ministers may form a consultative committee comprised of competent members representing various entities concerned with the environment. (Ministry of Environment, 2015)

With regards to the public sector role in encouraging responsible behaviour and establishing an effective reward system, views also seemed to be negative. GR1 stated "we are of course happy when companies are transparent, but we are not the force behind their transparency: it is voluntary" (GR1). He also added that "we don't have an existing rewarding system in place to support CSR". GR5 also noted that, "we don't shame or name. We send 'thank you' memos on a one-to-one basis, not to the public". She further elaborated by saying that this is how the ministry functions.

While the public sector did not seem to have any solid systems in terms of reward and transparency, it also lacked effort in terms of awareness. MR1 said "the current public sector restricts anyone from doing any kind of public awareness campaigns on CSR; they simply don't encourage it". He also added that "CSR as a term in the Ministry of Trade and Commerce is non-existent when you register a new company. They don't even know what CSR is". PR2 shared:

> There is no responsible institution or unit that is spreading CSR awareness or teaching the private sector about it. There is no-one drafting and making policies on the matter, [and] no-one to create a reward system that would encourage people to do CSR. The government is not out there for instance, saying 'if you help in X project, then I will reward you with this or that'. Plus, there is no authority out there [...] saying that 'the priorities for societal issues in the coming phase should be in the areas of, for instance, gender and sewage systems', and you choose.

According to the sample, the Jordanian state seems to lack the basic mandatory functions when it comes to CSR. The table below sums up the findings of the mandating role of the Jordanian government.

Public Sector Role CSR Theme	Mandating in Jordan
Setting and ensuring compliance with minimum standards	Corporate, labour, and environmental laws exist in general to organize the work of the private sector. However, no law is directly linked to CSR except for one section of income tax law, where charitable/philanthropic activities are exempted from income tax at the end of the financial year.
Public policy role of business	Nothing seemed evident according to interviewees and online platforms. No reforms have been attempted or proposed. Finally, mandatory disclosure of payments to public bodies is not apparent in the Jordanian context.
Corporate Governance	The term 'corporate governance' is only mentioned within the context of the ten Millennium Development Goals (MDGs) by UNDP representatives. However, no public sector institution seems to be enforcing any related codes.
Responsible Investment	FDI regulations exist within the Jordanian system, but none of the participants seemed to know them or relate them to CSR. None of the interviewees were familiar with the concept of government loan guarantees.
Philanthropy and community Development	The Jordanian government considers CSR to be voluntary and therefore does not mandate corporate contributions, although they could ask for help when situations arise.
Stakeholder engagement and representation	The concept was not known by any of the participants.
Pro-CSR production and consumption	These terms were not known to participants, while some referred to them as 'highly advanced' and not relevant to the Jordanian reality.
Pro-CSR certification 'beyond compliance' standards and managing systems	Jordan doesn't seem to have any pro-CSR government roles, particularly in terms of the environment, as policies seem to exist without being fully understood or implemented.
Pro-CSR reporting and transparency	There is nothing mandatory within the Jordanian system; however, government officials were pleased when companies chose to be transparent.
Multilateral processes, guidelines and conventions	Guidelines do not seem to exist; accordingly no implementation is expected.

Table 5.2: **Mandating in Jordan**

Participants highlighted the need to establish "regulations and policies to regulate the relationship between the private and the public sector" (PR7; similar points were made by PR2, CR1, CR5, MR2, and MR1), in order to assure a clear fundamental role for the private sector in the achievement of the 'sustainable development' that CSR can yield to in Jordan (Social Security Investment Fund, 2008).

5.8.2 Facilitating

Facilitation enables legislation. In this context, facilitation includes establishing funding support, raising awareness, and stimulating markets to support the facilitation of CSR practices. It is expected that since the mandating role has been shown to be performed poorly, facilitation will be similarly perceived by participants.

CR2 spoke of the public sector's role, saying: "they observe but they don't facilitate or help, or even allow for a room for development". Government official GR5 said that they "have done nothing in particular to support their private sector corporations and they have no polices to encourage them". MR1 described the government situation as follows: "imagine CSR is like a football pitch, and the government represent one team and other sectors is the other. The government stands outside the yard and decides not to play". He further reflected on the lack of government support, saying: "when the government is not involved, you have a big piece missing in here. Who would make the enabling environment successful if the government didn't?" MR2 further added that,

> the government doesn't deal with anything; they only beg for money. In every conference they attend, you hear a government official saying "and we ask the private sector to participate in social development, and to support us by donations."

PR6 added: "they do nothing to help us, and if they do it's bluntly asking for money". Therefore, in terms of funding support as a way of facilitating CSR, the government doesn't seem to support the system, but rather to demand "financial support" for its own accounts.

GR4 elaborated on the facilitation of labour law:

the law is relatively fine; it doesn't defend every group out there, but it is fine. The problem lies with the implementation and the fact that it is not enforced. The Ministry of Labour doesn't send inspectors to locations regularly, only once a year and once they go, they see managers not employees, and there is no guarantee of honesty. I think this is critical because employees could easily get abused but fear speaking up about it so they don't lose their jobs. They worry and do not trust the system.

With regards to the facilitation of incentives and penalties, MR1 stated that "appreciation and recognition are non-existent from the government, and it proposes very little incentives or punishment for companies' practices". PR8 commented on the issue of income tax law: "people strongly demanded […] an amendment to the law so that it actually encourages investment and provides a bigger tax exemption rate which would encourage partnerships. Yet, nobody answers our calls." ER2 elaborated on the environmental penalties particularly:

> there is some clash within the penalties. I also don't believe that the sanctions are related to the environmental damage they cause, because the legislator doesn't know anything about the environment and the damage caused. And this goes back to the main lack of awareness about human's right to be living in a healthy environment. We also lack the implementation of the legislation. This is the biggest catastrophe. I want to be realistic and not over-ambitious; OK, we have legislation and regulations, but the fact that they are not implemented is just wrong. I won't even mention reforming these legislations, but let's please implement them.

As for facilitation in terms of supporting civil society engagement, MR1 stated that

> The Ministry of Social Development is only expected to support NGOs in getting established, but [there is] no further facilitation in terms of funding or creating investment opportunities.

CR5 added that "The ministry doesn't support the environmental NGOs at all. On the contrary: they fight them."

While participants varied in terms of claiming legislations and mandates exist, they did agree that the facilitation is almost absent. It is also challenging to identify

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what 'implementation' means in the context of this qualitative research study. Table 5.3 presents the facilitating role of the baseline study in the Jordanian context.

Public Sector Role CSR Theme	Facilitating in Jordan
Setting and ensuring compliance with minimum standards	Only one tax incentive seemed to exist, and many thought it useless. There are no frameworks, incentives or penalties within the system. The environmental system in particular seems to have 'clashing' penalties. Support for civil society is absent.
Public policy role of business	No engagement in public policy processes was mentioned. Moreover, the private sector demanded the provision of societal priorities by the government.
Corporate governance	The Global Compact Local Network seems to be running after eight years. However, joining it is voluntary.
Responsible investment	The term 'Social Responsible Investment' was not known to any of the participants, and there was no evidence of efforts to accomplish it.
Philanthropy and community development	No incentives were mentioned and private sector representatives felt this was one reason for insufficient CSR engagement.
Stakeholder engagement and representation	Civil society representatives complained of a lack of governance.
Pro-CSR production and consumption	None were mentioned; representatives requested awareness and educational efforts, as well as more support in general.
Pro-CSR certification 'beyond compliance' standards and managing systems	None were witnessed or even understood properly. The system doesn't support any existing CSR work, and is definitely not pro-CSR.
Pro-CSR reporting and transparency	The only voluntary reporting system mentioned was the UN global compact. Again, it wasn't enforced by the government.
Multilateral processes, guidelines and conventions	None mentioned by participants, who demanded that this gap be filled.

Table 5.3: Facilitating in Jordan

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5.8.3 Partnering

The role of partnering is to combine resources once the system is set up and facilitated, stakeholders are engaged and dialogue has begun. The previous sections and the relational CSR diagram specifically highlighted different partnerships and collaborations among all sectors. GR4 shared his view of partnership:

> We haven't reached the needed partnership in developing the policies, the governmental policies in particular. And, to be honest, I don't think we will ever have the right legislative system running in terms of policies without this partnership between all three sectors: public, private and civil society.

Media expert MR2 shared her opinion:

> The government has become more open-minded. The government was always perceived as the old party in any partnership, but with all the good governance, international agency partnerships [and so forth], the government was forced to create a new face that would support CSR, or at least would call for supporting partnership between the sectors and would call for Public Private Partnership[s]. So, I would say they are trying, yet I am not sure how hard.

On the other hand, ER2 said that "when they used to have events and initiatives [...] the government was never really that interested to be involved or even for their names to be on these committees and projects: they simply showed no interest". IR1 further highlighted the role of the government, saying,

> They are not encouraging the private sector nor CSOs to take part with them under the banner of CSR. Once the government is suffering from a crisis especially financially, they run to us, the private sector, for money. That is the sort of partnership they want from us.

CR2 had a different view, from a civil society perspective: "this is purely us NGOs and [the] private sector working together. The government is doing nothing in this partnership". A couple of incomplete partnership initiatives were shared by ER5:

> The last governmental activity that I participated in was in 2012. Minister X asked me to help in drafting a national CSR agenda where we would take 1% of

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companies' tax deduction and utilize it in a CSR agenda. After long meetings and arguments, a report was finally produced, and that is it […] I was asked to prepare a proposal for a national CSR Unit to his majesty. I submitted the proposal, and again we never heard anything back from anyone.

Partnering calls for dialogue between participants. The issue of communication with and through the government was mentioned in a negative way on a couple of occasions. GR4 elaborated on the issue of labour rights:

> The labour representative in the board is always the weakest party, and has no power to complain […] or express anything. They [are] there because a representative has to be there, which is a clear reflection of the lack of proper communication, debate and dialogue between the labour and those in power. Therefore, the result is these malfunctioning policies, which is purely governmental [responsibility].

PR6 shared the lack of interest in partnering with the government because of "fear of the government, there are no guarantees in the policy system, and therefore, no trust between us, ultimately leading to no preference in partnering with them".

The role of partnering seems to be perceived differently according to each of the sectors; however, they all seem to agree that this was challenging in a Jordanian context. Whilst different terms were associated with partnerships such as PPP, how active the government has really been seems still unclear and in most cases was perceived negatively. Table 5.4 below summarizes the partnering role.

Public Sector Role CSR Theme	Partnering in Jordan
Setting and ensuring compliance with minimum standards	While relational CSR existed, the government did not seem to be an 'active' partner.
Public policy role of business	None were mentioned or apparent.
Corporate governance	None were mentioned or apparent.
Responsible investment	Initiatives did exist under the label PPP, but without a clear role for the government.
Philanthropy and community development	Initiatives did exist under the label PPP, but without a clear role for the government.
Stakeholder engagement and representation	None were mentioned or apparent.
Pro-CSR production and consumption	None were mentioned or apparent.
Pro-CSR certification 'beyond compliance' standards and managing systems	None were mentioned or apparent.
Pro-CSR reporting and transparency	None were mentioned or apparent.
Multilateral processes, guidelines and conventions	None were mentioned or apparent.

Table 5.4: **Partnering in Jordan**

5.8.4 Endorsing

The endorsing role is expected to be carried out through political support, publicity and appraisal of provision to those leading in the field of CSR. However, it is expected, given the aforementioned roles, that this role would depend on a full grasp of the concept of CSR, and full support for it. Participants clearly highlighted that they perceived little or no role for the government in terms of CSR involvement. ER5 stated that, "they are not a supporting factor; they are an obstacle […] in terms of all the bureaucratic procedures". MR1 used an example from the field, saying, "company X, [a] leader in the CSR field was fought initially by the community when they started their empowerment projects and the government did not support them at all". No participants thought the Jordanian government endorsed or supported the development

of CSR in Jordan. However, one of the participants representing a company highly associated with royal initiatives said that they received support from members of the royal family: "we do get His Majesty or Her Majesty supporting us in terms of tweets and public recognition" (PR4). No further details were provided on the public recognition aspect, however.

Opinions on endorsement are generally similar in terms of how they are perceived by participants: negatively. The table below (5.5) summarizes the findings of the endorsing role of the government in the development of CSR in Jordan.

Public Sector Role CSR Theme	Endorsing in Jordan
Setting and ensuring compliance with minimum standards	Not mentioned or apparent
Public policy role of business	Not mentioned or apparent
Corporate governance	Not mentioned or apparent
Responsible investment	The government seemed to exist as a 'partner' in some initiatives, but without tangible support. Working with the government was a way to gain political support.
Philanthropy and community development	Royal family members seem to use social media platforms to praise some initiatives, but the government has no structured approach whereby they officially publicize or support projects
Stakeholder engagement and representation	None were mentioned or apparent
Pro-CSR production and consumption	None were mentioned or apparent
Pro-CSR certification 'beyond compliance' standards and managing systems	None were mentioned or apparent
Pro-CSR reporting and transparency	None were mentioned or apparent
Multilateral processes, guidelines and conventions	None were mentioned or apparent

Table 5.5: Endorsing in Jordan

5.8.5 Summary

The tables above aim to summarize the roles of the government, but can only reflect what the participants perceived the government to be doing (or not doing). It is apparent that the evidence of the government acting in any of these roles is minimal. It is also clear that proving this conclusively will need further investigation. Moreover, the matrix suggests a trajectory in the development of the roles of CSR similar to what the respondents shared.

5.9 Expectations of the Jordanian Government

The previous sections surveyed the current understanding, drivers, approaches and practices of CSR in Jordan. They also explored collaborations between the three main sectors according to the relational CSR model, while concentrating on the role of the Jordanian government in the development of CSR as per Fox et al.'s (2002) framework. While the various roles that the participants expected to be filled by the government were being undertaken poorly or not at all, this section aims to explore the expectations from the private sector and CSOs of the Jordanian government in terms of CSR development.

Discussing the expectations of the government indirectly shed light on the issue of whether involvement with CSR is expected to be voluntary or obligatory. IR2 thought that "the government is not obliged to be involved with CSR". GR6 thought that government shouldn't be imposing CSR: "the government's job is not to make us do stuff. When it comes to CSR, the government should let the private sector do what they want to do and not interfere". He further elaborated that,

> The private sector nowadays has so much to worry about other than building a school or fixing a road. They don't have time to build a garden in front of their factory. They have inspectors to worry about and budgets to sort out; they really worry about a lot more than social responsibility. (GR6)

PR5 supported the idea of not imposing CSR, claiming that,

> CSR can be supported but not imposed. If I don't want to help them, then I won't help. When you start helping you become liable for duty of care, and that is why we shouldn't be forced to do anything.

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On the other hand, some participants favoured imposing CSR under a regulatory system. GR7 suggested that "CSR should be a part of the overall regulations which are imposed upon the private sector, in order to encourage and promote the system to be pro-CSR". PR2 had a similar opinion: "CSR should follow an organized system which is also regulated, so that there is a governmental committee that is regulating it all, whilst making sure that every company has one person or unit responsible for CSR". CR1 suggested that imposing CSR may only be temporary: "maybe we need laws to make the private sector start implementing CSR, and once they appreciate the concept and realize its value, the government can then let it be voluntary" (CR1).

The Vision Institute for Civil Society (2014) recently surveyed private sector organizations on whether they thought CSR should be obligatory or voluntary. 73% of the participants thought it should be voluntary, while 23% thought it should obligatory. Such opinions are in line with the European Commission definition of CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis' (European Commission, 2001, p.6). Some scholars refer to 'voluntariness' as core to CSR (Karnani, 2011; Wright, 2001).

In the Jordanian context, some participants thought that "large companies should not wait for the government to impose regulations upon them to contribute. They generate very high profits and they are expected to give back without a law making them do so" (PR7). It is apparent from the different opinions that the perceived 'value' of CSR and actual understanding of the term and what it entails affects whether participants feel it should be voluntary or obligatory. Participants that reflected on the economic approach and appreciated the added value of strategic CSR were in favour of systemizing it and making it mandatory, while those that considered it more like basic philanthropy felt it should be voluntary and dependent upon each company's agenda.

Regardless of whether CSR should be obligatory or voluntary, participants agreed on a few roles that they expected the Jordanian government to fulfil. Firstly, some participants consider that the current government poses "hurdles" and "challenges" for CSR. "A lot of business owners complain about the hurdles from the government; like the income tax and the very bureaucratic investment procedures. Such hurdles

hinder the role the private sector can play in economic development" (GR4). PR1 also mentioned the very high taxation system in Jordan, describing it in vivid terms: "how can I contribute to communities when the government slaughters us with taxes?" PR6 shared this frustration:

> The tax schemes are always increasing, utility costs are also increasing ridiculously and the overall system is unstable. With such an unrewarding or even inconsiderate system, such high expenditure is paid from whatever budget we may allocate for CSR budgets.

PR8 stated that the private sector "had asked for an amendment in the law so that it supports investment by providing bigger tax exemptions so that CSR is encouraged. Yet, they did nothing and the law is still pending".

Whilst participants expressed frustration at high taxes, they also complained about the lack of a reward system. PR2 highlighted this within the public sector; "there is no reward system in place that would encourage companies to do CSR. The government is not offering any incentives or motives to help out". Similarly, "[t]he government should encourage and recognize those who are active in CSR" (CR1); "it should create incentives for corporations to be more socially responsible" (ER4). PR7 stated that "the private sector shouldn't be waiting for incentives or rewards from the government, because if [they] wait, they will never get any CSR done" (PR7). MR2 noted,

> it is about time that the public knows about CSR when it actually exists. It should be mentioned and rewarded and appreciated in whatever way possible. I am not asking for much; maybe a letter, a framed certificate, just anything.

Whilst demand for incentives and exemptions was shared amongst a few participants, the need for the government to play an organizational and regulatory role was mentioned by half of the sample, reflecting a collaborative attitude:

> The government should regulate, monitor and organize matters. However, they should start by directing attention to the subject matter of CSR, and then start

planning partnership opportunities where each player has a role to play. They should initiate and steer [the partners] throughout the process. (GR6)

Many participants echoed the need for an awareness-spreading role for the government: "the government should at least be doing some awareness sessions and educating its staff first on CSR" (IR2). PR2 explained the need for this educational role, saying,

Unfortunately, nobody is trying to explain or understand the concept or develop it or spread it: it is simply lost […]. And it is so sad; CSR is a random individual act or effort. (PR2)

CR3 had a similar view: "people have an awareness problem. They don't know what CSR is all about: this is where the government is needed. We need real efforts for educating the public about CSR" (CR3). ER5 elaborated how she envisions institutional effort in the educational process:

I would like [to see] them [the government] raising awareness, I think every department […] has a role to play. The Ministry of Trade should educate the sectors on ethical filing, reporting, disclosure, and transparency. The Ministry of Labour should deal with the ethical practices, policies and procedures with labour, while the Ministry of Social Development should highlight social transparency. We need every department to play its role in this national effort.

Moreover, participants highlighted the need for government guidance on social priorities the private sector could consider when planning CSR strategies and initiatives:

There is no authority telling us, for instance, [what] the priorities for social responsibility in the coming phase should be [such as] in the areas of education and family. We need some guidance. How can the private sector know the needs of the communities out there if no-one is telling them or at least directing them? (PR2)

IR2 said that "the government needs to create suitable infrastructure within communities so that the private sector can actually contribute, improve, and empower them; we need to know the needs of these communities". Similarly, "the Ministry of Planning or the Ministry of Social Development should have information on the needs of

the communities clear and ready. If they had this information ready for the private sector, then this will get us moving in the right direction" (PR2). PR6 said that "we want the bigger picture according to their perception, and then we can aid in the overall development". PR7, an economic consultant, suggested a strategic approach that the Jordanian government could implement:

> I think the Jordanian government should [assess] poor areas in Jordan. They should then establish a committee to assess the needs of these areas, and accordingly design small-scale productive projects, which would be proposed to the private sector to adopt and implement. [...] If the government provides the logistical details about these [proposed] projects and sends them to a well-established private company, then we will have a win-win situation.

Participants viewed the government's role as defining socioeconomic priorities, managing and steering CSR in Jordan, reshaping the relationship between the public and private sectors. "We need a total change in the way the government sees things and [how] they define the role of the private sector. They should have a different approach and strategy to work with the private sector" (IR1). Participants highlighted the need for "regulations and policies to regulate the relationship between the private and the public sector" (PR7; similar points were made by PR2, CR1, CR5, MR2 and MR1).

Reshaping the relationship between the two sectors is expected to lay the foundation for partnership opportunities. While participants highlighted that "the government hasn't provided a friendly environment for collaboration" (PR8), they still thought that "partnership is the only way forward" (CR1). The need for a governmental CSR unit of reference was demanded by some participants: "we have no governmental body in place that controls CSR-related matters" (ER3). ER4 added that,

> there should be a government body to regulate and organize it all. They should also ensure that each company has a CSR strategy that supports overall development. They should also make sure that they are not wasting efforts on the same projects.

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A collaborative initiative between the three sectors for establishing a "CSR national umbrella" was mentioned by a few participants: "[the] Jordan Strategy Forum was looking to establish a national strategy for CSR, but of course it got nowhere" (ER5).

> A year ago there was an effort to establish a committee for CSR in Jordan. There were efforts but nothing happened. They wanted to establish a committee to encourage collaboration between different CSR programs under different companies to tackle a single national problem. For instance, for the year of 2015 let's all tackle education by working together. As expected of course, nothing happened. (MR1)

PR6 was on the committee MR1 referred to, and said, "I attended a couple of meetings, and that's it: nothing happened since." It was apparent from the aforementioned descriptions of the national CSR initiative that participants were not surprised by the negative outcome, but rather expected it. The study published by the Vision Institute also touched upon the expectations of the government when surveying 270 private sector corporations. Their findings agree with the findings of the interviews. The expectations of the companies were as per the chart (5.2) below.
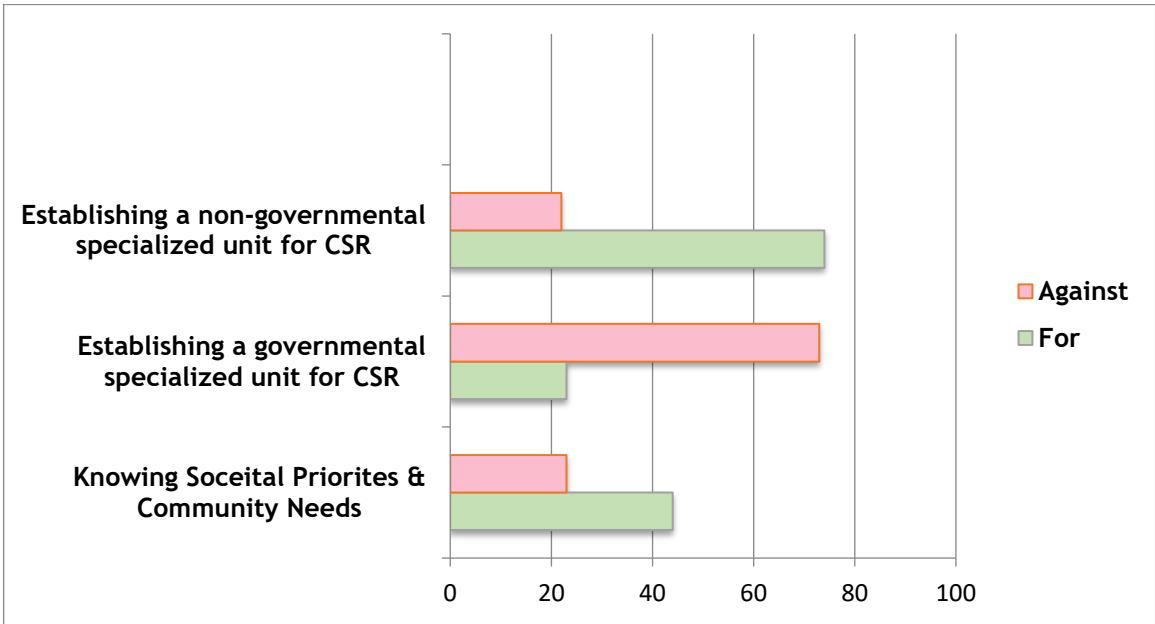

Chart (5.2): Private companies' expectations of the Government in Jordan

It is apparent from the chart that the majority are against the reference point being governmental and would prefer a non-governmental unit to act in this capacity. None of the other Jordanian articles or even regional ones referred to government expectations, since the role of the government as a concept was not apparent in the literature. However, the aforementioned expectations of the government as per research findings and the study by the Vision Institute for Civil Society (2014) do not agree directly with the roles the Fox et al. (2002) framework assigns to the public sector with regard to CSR. The need for a legislative system, reward scheme/incentives, unit of reference, and a social priority plan were amongst the main public sector roles occurring within the matrix. However, in the Jordanian case, the capacity of the Jordanian government seems to prevent the implementation or fulfilment of any of these roles, such that some participants saw it as rather helpless: "the government needs help itself first" (H7). Participants often referred to the state's capacity, linking the current state of affairs in Jordan to issues within the state itself. A considerable number of participants reflected on the failure of the Jordanian State at different levels, not only with CSR-related roles, but more basic standard roles such as the government's capacity to set and enforce minimum standards, questioning the capacity of the state to perform its basic functions.

Participants complained of "failure in policy" in Jordan i.e. how policies were drafted and executed. "Policies are made and executed by ministers, not institutions. For instance, if a minister goes and another comes, then the policy could easily be gone with him" (H4).[8] Poor policy implementation was also mentioned in general terms, rather than in a CSR-specific context:

> Nothing is acted upon. It is like this fake shiny brooch; it looks like a shining diamond but it is not, it is fake from the inside. We have nicely-written policies if you were to read [them], but none were activated or implemented. For instance, in the Ministry we have an inspection department that is expected to inspect throughout the entire Kingdom, yet it has four employees. During my last meeting with the minister, he told me that in order to have the inspection unit running and applying its mandates as intended, he needs at least 100 employees,

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[8] Coding from this section forward was changed, to give an extra layer of anonymity for participants, given the sensitivity of the conversations

and here I am telling you that we have four. How active do you expect such a ministry to be? (J4)

Another participant said, about a different ministry:

> We are talking about a ministry that is not powerful, because the government does not think that this ministry or its mandate are a priority [...] in terms of planning or funding. They do not see [it as] a high priority item on the national agenda, so again, regardless of the legislation, policies, and all that, nothing gets implemented. Even the calibre of those managing the units reflects the same problem; they don't know anything about the ministry's core work or area of expertise. (J5)

Another comment was made about the Ministry of Social Development:

> The Ministry of Social Development is a charity-oriented organization that works with NGOs. They have around 3800 NGOs registered with them, with so many goals and objectives, so many you cannot imagine, while having zero control over them, lousy barriers of entry and exit, [so] you can actually have 70 NGOS registered and cancelled per day. The requirements for establishing an NGO are ridiculous: the internal system is absent [so] they all copy one another [...] The other problem in there is that the ministry states in its mandate that their staff should be those of less privileged backgrounds, to serve their mandate as a social development institution. This less privileged person cannot perform up to speed with development projects and international donors. In one of our meetings with them, there were two representatives from the Ministry; they couldn't understand any of the English spoken by the international members in the meeting. According to a certain official there, these two were amongst the highest-ranking officials in the Ministry. (K3)

The issue of hiring inappropriate or underqualified people in the public sector was also mentioned by different participants as a reason for the malfunctioning state. "They just hire whoever: they don't need to be knowledgeable or educated in the area they are being hired in, so accordingly you don't expect much from them" (K2). Moreover,

> The mentality of the public sector employee needs changing [...] They don't know anything; they have minimal education, with no decent system in place to follow up on them while working. Additionally, international agencies and UN institutions in Jordan are controlled and managed by foreigners who don't understand the local situation and in most cases cannot even speak Arabic. (K4)

Other references were made to the calibre of members of the parliament:

> Look at the members of the parliament. How are they educated? These are [people who are] supposed to be representing us. I honestly believe our problem lies in those who are in control and are representing us within the public sector. They are the wrong people in the right places […] this is the case because we don't have the proper legislative system that allows for a democratic state. (D2)

The system was also referred to as "corrupt" on a few occasions:

> So many little stories about how corrupt the system is […] these laws that we have are not based on anything. Those in power don't want to work it out. We never understand what they want or how they want things done. (J4)

> If there is no transparency and [without] a clear plan in place, we will never improve. The minister cannot create policies just because he thinks they are needed. We have no system in place; it is a corrupt system. (J5)

> There are no guarantees in the policy system, and therefore, no trust between us and the government. The vision is non-existent. The government actually sometimes works against the economy of the country; I have witnessed decisions taken that are actually against the economic development. We are a big company and we are strong generators of income for the economy and we know how things are. It is so corrupt: they do nothing and if they do it's the blunt call for money. The public sector is an expert in begging. (K6)

> The government is collecting around 100 million JOD in tax, but where is this money spent? The public expenditure budget is not revealed to the public consumer. If you are not telling me why I am paying taxes, you are actually encouraging me to evade [paying] my money. I will have international branches and get my money out. I know we are corrupt and I will accept that the government takes 10% of the 100 million JOD for bribery and corruption, but where is the rest of the money going? How can we expect private sector companies to be transparent when the government doesn't disclose basic […] information? The fact that a minister is appointed for two months, and is then automatically entitled to a high salary for life is outrageous. (M5)

> Are we expected to fight the government's corruption or create projects? Because we cannot fight the corruption in the public sector. (K7)

Other participants expressed "doubts and questions about the numbers and figures that the government publishes":

For instance, the unemployment rate in Jordan is definitely inaccurate. Unemployment in Jordan has been 14% for the last 11 years. I mean, come on, with 5 million refugees coming to Jordan and the population doubling, how can this figure be accurate? (H4)

Another representative mentioned privatization over the last thirty years: "privatization is supposed to be a public sector reform tool, not selling public sector properties. This is not the case in Jordan; the government sold its property to rich businessmen" (M2).

Participants also stated that there is "lack of trust between the public and the private sector" (J1 and K3); "there is a communication problem; the public sector approaches the private sector asking for money, and then the private sector thinks that they don't trust them" (J1). M3 said, "I believe we need a democratic system, with policies that reflect people's needs and opinions; a transparent system, with real accountability and monitoring, which obviously the current system does not provide". There were also state capacity issues about dealings between state and civil society:

When we try as an organization to come up with a project, it is like we have this cup that we want to fill, we want to reach its maximum capacity and fill it all the way, yet [because of] the government […] we can only fill half of it […]we just cannot [do any better], because we are crippled by the government. (J2)

When we work with the government, you cannot imagine the headaches we get. The red tape and the bureaucracy: it takes us two months to get basic approval through paperwork, so we simply try our best to avoid working with them. (J4)

We wish we could sustain any of our projects, but unfortunately we can't […] none of the governmental institutions or the private sector organizations are willing to support us, even though our records are excellent and we get great projects done. Our only donors are international organizations and this is so frustrating. (E2)

As you know, the government itself is dependent on aid, and aid in general is not sustainable. We are fully controlled by the laws and regulations of the donors […] after the war on Iraq, we feel that the money we get is immediately taken for political purposes in the region. And the same of course is happening with Syria now. NGOs were forced to submit proposals that bring money to Iraqis and Syrians, and indirectly benefit Jordanians. Even with the Arab Spring, the money had to be demanded for political and regional reasons, for Egypt or Libya or Tunisia. So any development money that comes to Jordan had to be framed under the political banner, which defines most of our social and local agendas (K8).

5.10 Conclusion

The respondents' views on state capacity spanned a wide range of critical issues, such as failure in policies, inappropriate appointment of officials, lack of transparency and corruption. Addressing the role and expectations of the government led participants (both inside and outside the government) to evaluate the capacity of the government itself. The state was considered to be "failing" by several participants. The participants' demands for the establishment of a functioning legislative system, a reward system, or even basic guidance on societal priorities were all directly linked to the failure of the current government to provide any of these. While the final section in the analysis was intended to explore the different expectations the participants had of the Jordanian government in order to better develop CSR in Jordan, it drew attention to some perceived failures within the governmental system in terms of state capacity that cripples that thought of expectations.

Given that the study developed out of the CSR literature, government failures and gaps were expected to be a driver for CSR (Visser, 2008). However, the Jordanian sample in this study claimed that the private sector and CSOs avoid working with failing governments as they don't trust them, given their low capacity. It has emerged from the interviews as something of considerable concern to the respondents, and which they perceive as a key barrier to the development of CSR. Therefore, this finding opens up room for further research to assess whether those allegations have substance, and therefore, whether or not government capacity is a driver or a hurdle in the development of CSR.

CHAPTER (6): Conclusion

The conclusions of this dissertation were generated on two levels. Initially, conclusions were drawn from the data on the understanding and practice of CSR in Jordan; and secondly, insights were drawn from the Jordanian case specifically, given its particular context as a developing country.

6.1 The Understanding and Practice of CSR in Jordan

This research attempted to explore the current state of CSR in Jordan, according to representatives from the three main sectors: private, public, and civil society. Initial findings explored CSR in terms of how participants defined it, and drives and approaches towards it. Almost all case studies (for example Khraisat, 2012; Jamali, 2009) assumed that participants understood what CSR meant, or at least agreed on a common understanding, while the most recent study (Reality and Perception of CSR in Jordan, 2014) highlighted the fact that among members surveyed across 270 corporations, many were still confused about the concept. The sample in this thesis also had a patchy understanding and knowledge of the concept. While the Jordanian literature proposed some advanced definitions for CSR, such as those suggested by the World Bank (2003) and Avina (2013), most participants shared a more basic understanding of CSR, defining it as philanthropy or charitable giving. Some participants from the private sector considered CSR to go beyond philanthropy, suggesting that it has a strategic function related to the overall sustainability of a business. In a setting like Jordan, where the concept is still in the early stages of implementation, literature and education is needed to ensure a sound basic understanding of the concept, as it is unfamiliar and implementation will require radical changes in business culture.

Drivers of CSR, especially the internal national drivers for developing countries proposed by Visser (2008), were agreed upon by the participants, yet political reform wasn't mentioned. This might have to do with the sample interviewed or the sensitivity of the politics, given Jordan's location and political situation. Drivers were directly linked to approaches to conducting CSR; Jordanian culture is strongly rooted in its

traditions and Islamic orientation, which includes social norms for people to care for one another and empower communities where they operate. Therefore, the religious approach to CSR was most commonly mentioned, although participants referred to cultural values rather than Islamic ones. Almost all candidates reflected on the importance of helping underprivileged people and those in need through CSR contributions, which were, according to some participants, something that should be enforced upon the private sector by the government. The economic approach was also apparent, as respondents from each of the three sectors acknowledged the need for CSR to be linked to the business's ultimate goal of profit generation and pride was reflected when private sector candidates described their strategic sustainable CSR programs. The sample in general was knowledgeable of the major theoretical debates on CSR: they referred to marketing, PR, reputation, loyalty, serving business strategies and personal/altruistic beliefs with reference to the economic approach. However, Freidman's (1962) argument that a business's social responsibility is simply to exist and generate profits was indirectly agreed upon by all participants, regardless of sector.

The religious approach to CSR in Jordan could have had clear overlaps with *zakat*, but only if candidates had a full understanding of what both terms mean. The fact that the term 'CSR' is new led to different understandings among participants. None of the interviewees thought the annual voluntary financial contribution on whatever you hold in terms of personal and business assets was actually CSR in spirit. The issue of *zakat* and CSR and how they might differ from one another (or interact) suggests an interesting point for future research to better understand a country like Jordan.

Literature on CSR in Jordan, along with material gathered from online portals and elsewhere, suggested that the government played almost no role regarding implementing CSR in Jordan. However, the findings of this thesis revealed otherwise. The relational CSR approach allowed an opportunity to map out all collaborative CSR initiatives: and thus this is the first paper to describe existing collaborations between the three sectors under a CSR banner in the Jordanian (and regional) context.

Whilst collaboration as a theory emerged in Gray (1989), and has received a lot of attention in the Western literature in terms of its relationship to CSR, there is no mention of the notion in the Jordanian literature. However, addressing CSR in practice

in the Jordanian context via looking at collaboration proved to be highly informative. Even though many respondents strongly felt that the government had no role, the initiatives they described suggest otherwise. The partnerships and collaborations presented not only confirmed the role that each party played, but also highlighted the possible role that could be played by the government to make such partnerships more fruitful and long-lasting, regardless of the actual level of government involvement, interest or competence. Looking at collaborations instead of individual efforts also allowed the researcher to hear from each partner/collaborator, giving a more comprehensive and balanced perspective. This was of significance in the Jordanian case specifically, because there appear to have been no previous attempts to identify CSR practices between the different sectors. The only studies available specifically considered CSR from the perspective of the private sector, who had related it to marketing and business performance objectives only. Addressing collaborations in an attempt to explore a new area of research has proven to be very informative and comprehensive in the Jordanian case, giving a richer and more varied picture. The collaborations that emerged highlighted governmental involvement as minimal, providing basic government authority and no more. According to participants, the government did not steer or initiate, but rather joined collaborations as partners with minimal involvement. In some instances, the government seemed to aid organizations in outreach, but those instances were very few.

Applying the matrix of Fox et al. (2002) to assess the exact roles of the Jordanian government also highlighted the gaps that the government needs to fill if it is to take CSR on seriously as a national strategy. A few roles seem to be taken on by the Jordanian government, apparently at random and only on some occasions, but overall the level of involvement is not clear or consistent. Moreover, according to my research findings, the government in Jordan seems to be far from filling the majority of the roles proposed within the matrix, given the detailed and advanced roles it proposes. Whilst collaborations are apparent, exact roles are hard to extract from the data collected. It is possible that the Jordanian government may have decided (unconsciously) to apply the "do nothing" (Zappala, 2003) approach to CSR. However, the matrix suggests a trajectory and a sequential order in terms of the application of the roles; mandating

first, facilitation second, partnering third, and endorsing fourth. Participants seemed to agree with this sequence unprompted and stressed the need for a more cohesive legal system to be facilitated by the government, leading to partnership and ultimately endorsement. However, relational CSR as a model would have not been as useful if drivers and approaches to CSR were not imbedded within.

This study claims to be the first of its kind in addressing the role of the government, not only in Jordan but in the MENA region as a whole. Moreover, only one Jordanian study utilized a qualitative approach in the field of CSR. This study, therefore, while exploratory in nature, is only the second piece of qualitative research to consider the opinions and perspectives of these stakeholders on CSR-related matters.

6.2 Jordan as a Developing Country

CSR in developing countries represents 'formal and informal ways in which business contributes to improving the governance, social, ethical, labour and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts' (Visser, 2008, pp. 473-479). Reforms in governance are pivotal to development in all aspects, such as sustainable development, transparency, inclusiveness, accountability and the rule of law. Therefore, if developing countries were to adopt a more ethical and accountable governance system, it would serve as a foundation for CSR (Fox et al., 2002). Literature on CSR in developing countries claimed that governance gaps drive CSR, whereby private sector entities act as 'saviours' for the economy. Data collected through this research highlighted otherwise: almost all candidates spoke of the existing gaps in the behaviour of the government, the failures they witness and how this creates a relationship that lacks trust between them and the government, which ultimately hinders any collaborations in taking CSR forward.

The Jordanian context presents a unique case due to its political and economic structures, reliance on aid, active royal family and so forth, all of which is reflected in the views and conduct of Jordanian CSR. One of the most significant questions about the Jordanian case is what actually constitutes 'the government'. In Jordan, there were two distinct answers: the King and the Queen, or public sector institutions. From the

beginning of the research, royal family members were not considered part of the government. However, if we are going to understand CSR in Jordan, then we have to integrate consideration of the role of the monarchy. There is a significant discrepancy between King Abdullah's vision for economic development and the state of affairs within the public sector. Staff at the royal courts had very high levels of education and awareness of CSR, while even the highest authorities within ministries didn't come close to this. When the Western literature proposed CSR-related roles for government and public sector, the political dimensions of such cases are absent. However, when exploring the Jordanian case and delving into the data, the political dynamics of what constitutes the government proved central to understanding the context of CSR between the three sectors. Moreover, having the king or the queen on board at many instances added trust to the overall initiative or CSR project, which candidates missed strongly with governmental entities.

There appeared to be an issue of unclear sectorial lines between the three sectors in Jordan. For instance, the King and the Queen were considered part of the government sector, while their affiliated NGOs were considered part of civil society. Moreover, many private sector companies seemed to create their own NGOs which were then responsible for carrying out their CSR work, so these NGOs were directly associated, funded, and even named by the private companies, but considered part of civil society. This unclear segmentation of sectors, and resorting to establishing NGOs as separate entities for conducting 'responsible' activities, seemed to signify more than just an institutional preference. CSR initiatives and collaborations seemed to be more common when a royalty as an individual or a RONGO was a partner. Additionally, some of the national campaigns serving important sectors such as education were championed by MNCs, yet representatives in the sample clarified that they do it to help the government and are reflect taking over their authority. Therefore, PCSR was not mentioned or perceived directly or indirectly throughout this study. It may be an area for future research, given the special position of the royal family in Jordan and the existence of RONGOs.

Political alliances, whether explicit or implicit, appeared to occur within the context of CSR in Jordan. Political alliance, however, is not a dimension of CSR that is

well explored in the existing literature. Almost all renowned and well-established private companies were active participants in the *Madrasati* My School initiative created by Queen Rania, which ran between 2008 and 2014. Additionally, many private sector organizations preferred partnering with royal NGOs when carrying out their CSR initiatives. Selvik (2013), in his comparative study in Dubai and Syria, claimed that private sector companies embraced government-affiliated CSR initiatives in an effort to gain favour with those in authority. In Jordan, the royal family seem to be the final decision-makers in government, and thus private sector organizations seem to share the attitude Selvik (2013) found in Syria. As for the general political situation, the Arab Spring and insecurity in the region have also been detrimental in terms of the CSR-related proposals and funds in Jordan. It was noted that some of the most recent articles in the regional literature have been on the Arab Spring and its effect on CSR (Avina, 2013). While CSR was considered initially to be a business-oriented ideology, it is apparent that when collaborating with the public sector and civil society, more aspects come into consideration. In the context of collaboration within a developing country, CSR cannot be considered in isolation from factors like political dynamics and state capacity.

CSR has been realized in Jordan as a marketing plan set by private sector organizations. It has turned out to be associated with business strategies, national development agendas, reform initiatives, and in some instances political alliances, in the Jordanian context. Some participants presented conflicting statements, again highlighting the lack of transparency and the uniqueness of CSR carried out in the Jordanian context. The establishment of the Global Compact Local Network was described very differently by participants from the three sectors, with no clear evidence as to whose story is more accurate. They agreed that the process of establishing the network was very slow, taking eight years just to get the network registered. Additionally, the Ministry of Environment was presented by respondents outside the public sector, as an ambiguous institution that seems to have "perfect" policies and legislation in place, yet with no implementation and very limited resources. Participants claimed that the ministry's mandates do not seem to be a priority on the national agenda, but the government must have done extensive work with international

organizations to establish the ministry. Again, none of these statements can be validated given the set of data collected and parameters of this research, but they do suggest areas for further research.

It is apparent from the aforementioned arguments and overall findings that Jordan's status as a developing country has significantly affected the nature of the results. This study, given the available literature, is the first to explore the role of the government in the development of CSR in a developing country in the MENA region. The study highlights important issues that are critical to understanding the actual roles played by the government. For instance, drivers for CSR in an Arab, developing, Muslim country need further research and investigation, specifically the state capacity aspect. The literature presents drivers for CSR in separation to roles of the government, while the Jordanian case proved that drivers and approaches were key in understanding what the government is currently and is expected to do. Also, the similarities and differences between *zakat* and CSR in Muslim countries is also a point for future research that would help better understand the overall setting in Muslim developing countries. Such insights, among others, highlight the need to revisit CSR in a developing context while addressing specific country's circumstances and culture.

Methodologically, and given the limitations in this research in terms of time and program-specific requirements, the qualitative approach proved insightful and informative, given the new and exploratory research question. Moreover, targeting the three sectors while discussing initiatives they were all involved in proved useful as a method of triangulation, while attempting to explore the reality of CSR collaborations. For future research, secondary data from the Zakat Fund Directorate on the different contributors and their background could bring more insight on the religious approach to 'giving back' in Jordan. Moreover, quantitative research could be utilised to collect data on the basic issues of what CSR means to a bigger sample within sectors, perhaps targeting the employees of the different responsible ministries. Also, field visits and case studies could be applied to collaboration with RONGOs to better understand the reality of what government entails. Cases like Jordan bring unique variables to the table, and applying a thorough case study analysis to certain aspect of CSR, like royalty

involvement or private companies and their affiliated NGOs, might prove very helpful in better understanding the state of the matter in Jordan today in terms of CSR.

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Appendices

Appendix (1): Sample of Transcripts of Interviews

Transcript of Interview with ER6[9]

ER6: I represent the first union for environmental concerns, it is the first union of its kind; we currently have 80 NGOs; we represent all organizations from civil society. When there is a national issue that has to do with human's wellbeing in a healthy environment, we meet as a committee and we discuss the issue and we move together as one union. We were first a committee, yet when big national issues happen, we were not allowed a say because we were only a "committee" so we looked through the papers, and we realized that we needed to create a Federation, that would give us authority.

Researcher: Where are we standing in terms of environmental awareness?

ER5: Zero! We are liars! We live upon beggary! So, if whoever decides to give us money, to fix our bins, or recycle, or whenever we sign these international agreements! We simply sign without reading, take the money and do nothing! Now, for us to get the money and the certificates, we need to establish a ministry! So, we have a ministry, yet it is there for the wrong reasons! It is national agenda is not even a priority! No staff, no agenda, no action plan! Most importantly, there is no awareness among those managing the whole thing! When the minister smokes, this should tell you something! We are the 5th most polluted city! This number has even decreased, we were better! Everything is getting worse, our environmental status is deteriorating! Back in the time we had 19 laws that protected the tree! Nowadays, we have 7 sections in one policy! Can you imagine? That is the indicator if our performance with regards to the environment. Even if you look at prophet Mohammad said: Don't cut a tree, don't kill a child, and don't touch a woman! He prioritized the tree to resemble its importance and how it is in our religion and basic values to protect the environment! But are we doing that? No, we are not! We are the leaders in how many agreements we have signed! Who needs agreements when we have Islam! We need to wash up 5 times, we need to save water, it is all there! But we are not learning from others! We are going through the old loop and falling in all the old mistakes!

Researcher: Where does CSR clash with your work?

ER6: It clashes everywhere! I believe that CSR will play a major role in the environmental awareness bit in Jordan, the same way the NGOs played a significant role. You know it was the NGOs who created the environmental awareness in Jordan

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[9] This code is a new code that was generated for the purpose of the appendix and to assure extreme anonymity and confidentiality of the data.

not the government, which is normal, just like the world. Yet CSR, is the most powerful science that has opened the eyes of the private sector and the manufactures! We are grateful for CSR because it opened the eyes of those industrialized businesses and said that listen the environment is not about you paying money, on the contrary, it makes you save money and save costs, it makes you appear to be ethical and kind, not greedy and careless! It spoke the language of the business! Also, the humanitarian side in every industrial person, and CSR has highlighted that side and brought to life! You can hit two birds with one rock you can do your work and protect the environment!

Researcher: So how involved you think the private sector is?

ER6: VERY! A LOT! If you just mention the word environment, they run to you! Look at the banks!

Researcher: Really, why?

ER6: There is awareness for its value all in all! They are educated, they appreciate it! There is also a science in the environment called Green Wash, when an oil gas approaches us to give us free places to work, we cannot agree with that! They are the number one polluters, how can we as a federation work with them! You must very clever! So, if they go in this loop then they are involved as a green wash: conflict of interest, you are not allowed! You cannot take money from Potassium Company! We need to be very careful on with who we work with! This is where CSR experts are expected to clear these paths for us and have things settled.

Researcher: What laws and legislations are out there to do inspection?

ER6: So, we have regulations, legislations, yet nothing is implemented and activated! Either because there is no interest or someone to do it! To have a ministry in place, you need to have all the paper work there and written down yet not necessarily applied, which is the case, nothing is activated! It is like this fake broch! It looks like diamond but it is not! It is nothing! For instance, in the ministry we have an inspection department that should do inspection for the whole kingdom, it has 4 employees! My last meeting with the minister, he told me to have the inspection unit running and applying its mandates as intended, he needs at least 100 employees! I am telling you we have 4! Plus, we have the environment's fund! It has 4 million JODs now! So, whenever we are like asking for money or funds for projects, they refuse! We discovered he has been paying wages and salaries from the fund! Because the budget that the ministry gets originally is not enough, he needs his ministry running! What can he do? Also, if there is no transparency and a plan clear in place, we will never work right, the minister cannot decide out of his own mind and senses on what to do and what not to do, like using the money of the fund for instance! We have no system in place!!!!

Researcher: What about the ministry's role with CSR?

ER6: They have nothing to do with CSR! Nothing! The fund for say, one of the things why it exists is due to a CSR element, yet it is not really activated or done in any way!

Researcher: Do we have any inspection among the private sector taking place?

ER6: Yes of course, we have something called the Environmental Inspection System, but you are talking about a ministry that is not powerful, because the government does not think that this ministry or its mandate is a priority not with the planning or the funding or anything! They do not see it as a high priority item on the national agenda, so again, regardless of the legislations, policies, and all that, there is nothing implemented out there! Even the caliber of those managing the units, they don't know anything about the environment or the awareness!

Researcher: Is there any reward system for those environmentally excelling companies?

ER6: Not at all! On the contrary, they fight them!

Researcher: Really? How come?

ER6: In 2009-2010, I worked on one of the biggest projects in the country with the Amman's municipality on Integrated Waste Management Initiative. WB gave us a big fund and said the rubbish system needs to recycle, we did the legal work and prepared all the paperwork and I was even doing field work not just writing the work from my experience as being the first environmental lawyer in the country. I went to the waste execution department and I was inspecting everything we proposed a beautiful plan to take the proposal to action! The document was put on the shelf! I did all the work, I went everywhere! Technical, legislative, and everything. I even at the end, I realized that we need the private sector to help us, this is a massive national project that needs the armed forces and the government and the private sector with those educated, we cannot do it on our own. Those in power responded back saying: you know the Italians are the leaders with waste management and recycling, it is a known fact! So many little stories about how corrupt the system was! There is not system, and these laws are not based on anything! There is no proper system in place to plan the whole thing. Those in power don't want to work it out! We never understand what they want or how they want things done. I only know that recently, almost a month ago, the government has allowed the private to take part with the recycling and waste management, only because we are ashamed and the reputation is horrible, and the country environmentally is deteriorating in the region and worldwide! Amman is supposed to be leading and teaching the region, and where are we? Nowhere! We are worse than before. We have Environmental Police in Jordan, the only country in the Middle East! Dubai only now has them too! We are named with certain things which make us expected to be leaders, but in action, we are NOT!

Researcher: Do we have inspection from the ministry towards let's say towards those who work with minerals to do with depletion and land treatment for example?

ER6: No not that! That is so advanced honey and we are not even close to that! The ministry is weak, no staff, so all what they are doing is ABC in comparison to other countries. They go asking for money, if a factory is to be established, they get the Environmental Impact Assessment done by the government and that is it! This law was initialized 2003, modified in 2006, and a new version is expected to come out this year! It is expected to actually get implemented but we don't know. The current minister is a challenge; he is a businessman, pharmacist, who has no environmental awareness or education in any way! So, we can't really figure him out!

Researcher: You, as an NGO, were you supported by the government or have you had any interaction from them?

ER6: None at all! The only time we had something, was due to personal connections with X who appreciates the environment and is a believer in the cause, she personally with her connections helped us get the paperwork sorted out. But again, it is a personal effort and support, just like the case with everything! It is all so personal. For instance, when we were established, the ministry came out with the environmental law without consulting us, when it is stated in the policies that the environmental law must be brought out with the involvement with civil society, so we objected badly and we said you are not allowed to issue it without our opinion! We used our force and we fought our way out!

Researcher: What is your work with the private sector?

ER6: we work with them to bring money in under CSR! We work with their marketing departments and they have been very helpful!

Researcher: Have you ever worked the three of you? Public private and NGOs?

ER6: Not that I recall, but I know a certain NGO that managed to get funding from the public and the private sectors for a certain project, but no further involvement from neither! It was just the funding!

Researcher: Ok, but no enforcing or support or anything?

ER6: No, no, especially the government, they perceive us as their enemy, we open the eyes of the public, they don't want awareness levels to increase! They consider us to be judging them rather than supporting them! They also don't realize that we get them consultants for free! They just don't want anything from us and they don't value anything! Even the recent law that came out was produced by a group of old retired engineers who know nothing about the new policies and environmental issues! They consult one company only who is corrupt and has no real experts, it is all a play!

*Chat about contacts and prospects.

** Brief about research.

NR9: The only thing that the government does is the tax exemption they give to the private sector! Our work as an NGO, we have many private sector corporations that work with us purely to get their paperwork sorted and get the tax exemptions at the end of the year! They really just do it for that, because they simply are not interested enough; they simply do it for the tax bit! However, other companies go beyond that limit and are really involved with us!

RESEARCHER: So, are those really involved you think?

NR9: Because they have realised that traditional marketing is not the way anymore! You know TV ads and banners, I mean come on! For instance, I am a manager of a big company, I have 250 K for marketing, spending it on conventional marketing is really not worthy and beneficial! Yet, going within the societies and reaching the people is the key for them! They approach somebody with an "arm" within communities and penetrate their products and services! For instance, X and Y private companies worked with us just so we put stickers of their logo on all our school supplies, so they have everyone looking and talking about the logo! So, they create brand awareness and recognition and penetrate the communities! So, they do CSR to make money but more of a long term investment!

NR9: You do also they have people that purely do it for altruistic reasons! I have personally witnessed them! They are honestly around 30%! We see their staff coming and volunteering with public schools and they are really into it! I even witnessed their performance has really improved. They have values volunteering and how it has actually changed their personal communication skills. The actual experience itself in identifying needs and living the change with those less privileged! Honestly, little events like when our CEO goes to those private organizations, appreciating and thanking the volunteers and creating this fuss, this has really made people appreciate volunteering and enhance the idea of CSR within organizations. It really does create something within the people that do it, and it does break the routine cycle they live in at work. You know I have had people who have been volunteering for 8 years; they can't have a single term pass without them volunteering for at least one session! Regardless the place or course, they consider as a therapy for its psychological effect. It also is contagious to others, the giving away of awards and thank you letters creates this feeling out there, especially when some CEO or manager does the thank you session!

RESEARCHER: So those that do work with you like X company! What do they get?

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[10] This code is a new code that was generated for the purpose of the appendix and to assure extreme anonymity and confidentiality of the data.

NR9: We play their marketing game too! We promote them politely through the audience, we make sure it is all done within context of course, but we make sure it is a win-win game you know! They give us the money for the packages and supplies and we do the actual work of reaching out to the communities and doing our development work while working on their brand recognition element.

NR9: Irrelevant chat about a project with public university. Yet in conclusion, there is no government input in any of them!

NR9: Government has zero influence or support! The country is full of initiatives and active CSOs, yet come and tell me about one initiative that has actually seen the light and made it out there! None have! We have no real support as developmental agencies! Zero! And not only us, look at X and Y and Z and many others, none made it! You know, we as an organization when we try to come up with a project, we have this cup that we want to fill and reach the maximum capacity to fill this cup, yet the government has framed us till this point! We cannot go beyond it! We just cannot. And those initiatives that actually are out there are very basic product providers, like give our food packages or blankets or.. or.. or..! Lame basic provision initiatives! Talk to me about real empowerment or capacity building! We cannot, we are crippled by the government. If you have a young guy being creative and wants to do something and reach out, there is no hub to host him! Example about a personal friend, recorder off.

* Irrelevant personal chat.

RESEARCHER: From your knowledge, when certain private organization are not responsible or depleting the environment or energy or unfair to their employees, do you know if there is anything from the government being done to regulate or inspect that?

NR9: Zero! NOTHING forget it! I told you, there is nothing by law enforcing CSR, nothing I told you! X international agency brings the money and takes it, and they do projects, we don't know where all the money goes! It is swallowed by these international donors and these big projects come out and we really don't know what is happening out there. However, we as a recognized big NGO, international donors approach us because we will make their lives easier and we have the arms, so we do get initiatives happening, but we don't have the authority and have no power, we execute as per the pre-designed plan!

RESEARCHER: Ok, do you know if we have any rewarding or acknowledgment system that actually appreciates those private organizations that actually do CSR?

NR9: Have you heard of any? Of course not! There might be some thank you letters that get sent out but nothing! You are talking about an issue that has no policies in place, none, no system to initialize it so how could you expect a system to reward or thank or just follow up! Nothing exists!

NR9: Jordan in general among the middle east we are leaders in terms of what the private sector is doing and the development process in general. We are better than all those around, Egypt is more powerful due to the political powers they hold and their assets. This only happened in the last 10 years, because the international donors are more interested in us and we have been getting money, yes we don't have much power over it but we are at least working with those international donors and getting something done. So this is purely us NGOs and private working together but the government is doing NOTHING! They just do the tax exemption bit, which is nothing!!!!

Story about TAG off tape.

NR9: Governments don't reach out for initiatives, if something comes up that is convenient they will go for it! But they are passive, overall passive and those initiatives that work are due to personal efforts! Y private company is the greatest example! Even my work with X RONGO, it was a small initiative in Madaba, it was a great great initiative, but we had zero input from the government, they observe but don't facilitate or help or even allow for a room of progress! We do the minimal!

* Providing contacts of prospect participants.

	Position	Organization
1	**Senior Governmental Official**	Ministry of Environment
2	**Senior Governmental Official**	Ministry of Industry & Commercial
3	**Senior Governmental Official**	Ministry of Planning
4	**Senior Governmental Official**	Ministry of Transportation
5	**Senior Governmental Official**	Chamber of Industry
6	**Senior Governmental Official**	Chamber of Commerce
7	**Senior Governmental Official**	Economic & Social Forum
8	**Senior Governmental Official**	Royal Hashemite Courts
9	**Media Expert**	Local radio & influencer
10	**Media Expert**	Private CSR media agency
11	**Islam & Culture Expert**	N/A
12	**International agency representative**	N/A
13	**International agency representative**	N/A
14	**Civil Society Advocate**	Youth Advocacy NGO
15	**Environmental Expert**	N/A
16	**Regional & National Security Expert**	N/A
17	**Local CSR Freelancer**	N/A
18	**CEO**	Economic Consultancy
19	**CEO**	Bank
20	**CSR Specialist**	Regional Trade Corporation
21	**CSR Specialist**	Telecommunications
22	**CSR Specialist**	Telecommunications
23	**CSR Specialist**	Regional Training Agency
24	**CSR Specialist**	Regional Courier
25	**CSR Specialist**	Local Conglomerate
26	**Founder of NGO**	Environmental agency
27	**Senior Managers**	RONGO
28	**Senior Specialist**	European NGO
29	**Head of Unit**	Educational NGO
30	**Manager**	Philanthropic NGO

Guide for interviews with Government Officials

- – Awareness of the term? Where have you heard about it from?
- – Does it exist on the ministry's agenda? How is it used or applied, if it is applied?
- – What role does it play? What sort of priority does it have?
- – What initiatives have you carried out?
- – If initiatives existed, then when, who participated, what objectives, challenges, outcomes, where are you now? Was it useful? Would you do more? What could have made it better?

Detailed questions about existing roles in the 4 areas: Matrix-related question:

Mandating: Command and Control Legislation, Regulations and Inspectors, Legal and Fiscal Penalties and Rewards

Which legislation and regulations exist now with relation to CSR? For example,

1. Do you have minimum standards of working standards, minimum wage, working hours, working conditions, training and workshops on CSR? Do you encourage it through philanthropic giving, unions encouragements and working with them? Do you support them, inspectors and regulatory, disclosure levels of CSR among you and private sector, FDI regulation, transparency encouragement, pollution taxes and incentives. Is Pro-CSR certification enforced?

Facilitating: Enabling Legislation and Funding Support, Creating Incentives, Raising Awareness, Capacity Building, Stimulating Markets.

2. Tax incentives and penalties, ensuring access to information, naming and shaming poor practices, implementing international principles, providing guidelines and encouraging reporting.

Partnering: Combing Resources, Stakeholder Engagement, Dialogue

3. Working with multi-lateral agencies and civil society, forums for debating policy proposals, PPP, negotiating agreements and shared monitoring. Unions.

Endorsing: Political Support, Publicity & Praise

4. Including business representatives in policy areas, publicizing leading corporate givers, endorsing specific standards and approaches, supporting instruments for peer pressure, commending reporters.

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Questions for partners:

- Where does CSR stand in Jordan now? Who is responsible? What is working on awareness of the term? Is it the government? If partially, how much does the government do?
- Who started the initiative? Exact parties involved.
- Work distribution?
- Any other parties involved? Comparison between various parties and what each does.
- What did the government do?
- What did they not do which you wanted them to do?
- How involved was the government? Was it useful?
- Did you find the initiative useful? How? Was this benefit shared or not?
- What products and outcomes exist?
- Do you think it should exist again?

Appendix (4): Ethics Form, Participant Information Sheet, and Participant Consent Form

SCHOOL FOR POLICY STUDIES: RESEARCH ETHICS COMMITTEE
APPLICATION FORM

- This proforma must be completed for each piece of research carried out by members of the School for Policy Studies, both staff and doctoral postgraduate students.
- See the Ethics Procedures document for clarification of the process.
- All research **must** be ethically reviewed before any fieldwork is conducted, regardless of source of funding.
- See the School's policy and guidelines relating to research ethics and data protection, to which the project is required to conform.
- Please stick to the word limit provided. D**o not** attach your funding application or research proposal.

Key project details:

1. Proposer's Name	Nour (Moh'd Khair) Shiyyab

2. Project Title	The Role of the Government in the Development of Corporate Social Responsibility in Jordan

3. Project start date	9th July 2013	**End date**	August 2019

Who needs to provide Research Ethics Committee approval for your project?

The SPS REC will only consider those research ethics applications which do not require submission elsewhere. As such, you should make sure that your proposed research does not fall within the jurisdiction of the NRES system:

http://www.nres.nhs.uk/applications/approval-requirements/ethical-review-requirements/

If you are not sure where you should apply please discuss it with either the chair of the committee or the Faculty Ethics Officer who is based in RED.

Currently NRES are not expected to consider applications in respect of activities that are not research: ie. clinical audit, service evaluation and public health surveillance. In addition REC review is not normally required for research involving NHS or social care staff recruited as research participants by virtue of their professional role. Social care research projects which are funded by the Department of Health, must always be reviewed by a REC within the Research Ethics Service for England. Similarly research which accesses unanonymised patient records must be reviewed by a REC and NIGB.

Do you need additional insurance to carry out your research?

Whilst staff and doctoral students will normally be covered by the University's indemnity insurance there are some situations where it will need to be checked with the insurer. If you are conducting research with: Pregnant research subjects or children under 5 you should email: insurance-enquiries@bristol.ac.uk

In addition, if you are working or travelling overseas you should take advantage of the university travel insurance.

Do you need a Criminal Records Bureau Check?

Please see the current guidance to determine whether you are required to obtain a CRB check:

http://webarchive.nationalarchives.gov.uk/+/http://www.homeoffice.gov.uk/publications/agencies-public-bodies/crb/about-the-crb/eligible-positions-guide?view=Binary

If you think you need a CRB check, employed staff should contact Personnel, all students should check the University counter signatories page for information: http://www.bristol.ac.uk/secretary/legal/disclosure/countersigs.html

4. If your research project requires REC approval elsewhere please tell us which committee, this includes where co-researchers are applying for approval at another institution.

Please provide us with a copy of your approval letter for our records when it is available.

No additional approval is required.

5. Have all subcontractors you are using for this project (including transcribers, interpreters, and co-researchers not formally employed at Bristol University) agreed to be bound by the School's requirements for ethical research practice?

Yes

No/Not yet   Note: You must ensure that written agreement is secured before they start to work

Not applicable

6. If you are a PhD/doctoral student please tell us the name of your research supervisor

Alex Marsh and David Sweeting

ETHICAL RESEARCH PROFORMA

> The following set of questions is intended to provide the School Research Ethics Committee with enough information to determine the risks and benefits associated with your research. You should use these questions to assist in identifying the ethical considerations which are important to your research. You should identify any relevant risks and how you intend to deal with them. Whilst the REC does not comment on the methodological design of your study, it will consider whether the design of your study is likely to produce the benefits you anticipate. **Please avoid copying and pasting large parts of research bids or proposals which do not directly answer the questions.** Please also avoid using *unexplained* acronyms, abbreviations or jargon.

> 1. **EXPECTED DURATION OF RESEARCH ACTIVITY:** Please tell us how long each researcher will be working on fieldwork/research activity. For example, conducting interviews between Feb 12 – July 2012. Also tell us how long participant involvement will be. For example: Interviewing 25 professional participants X2 for a maximum of 1 hour per interview.

One researcher is involved in this project who will be conducting interviews between August 2014- November 2014. 30 participants will be interviewed for a maximum of 1 hour per interview.

IDENTITY & EXPERIENCE OF (CO) RESEARCHERS: Please give a list of names, positions, qualifications, previous research experience, and functions in the proposed research of all those who will be in contact with participants.

There are no co-researchers involved; **Nour Shiyyab** the DSocSci student is the only researcher involved. Nour Shiyyab (BA, MPPA) has specialism in business administration with marketing specialization, in addition to specialise in Public Policy and Administration, Designing and Managing Policy Reform. She completed an internship for the World Health Organisation. Whilst working on the Confidential Inquiry into the deaths of people with learning disabilities (a project funded by the department of health to address the issue of premature deaths of people with learning disabilities), she created, constantly managed and updated a database of more than 2000 contacts who were involved with the cases we were investigating. She maintained contact with these contacts mainly by phone and by emails discussing confidential and sensitive matters. During her master's degree, Nour conducted 15 in-depth interviews with various professionals and government officials in Jordan. Nour has participated as a focus group moderator in over 20 focus groups in Egypt and the UK. She was completely responsible for co-ordinating the focus groups and analysing the information provided. This included locating participants, liaising with venues, ensuring the technical equipment was in place and moderating the group.

Additionally, the DSocSci program being a taught program puts a lot of emphasis on the ethics part of research. Throughout the 7 units which Nour had taken, at least two lectures per unit were solely looking at the importance and application of ethics in research. Some units looked at dealing with vulnerable adults and how important the ethical dimensions are in such cases (Child and Family Welfare Unit). While other units emphasized on the ethical sides of data analysis, protection, anonymity, and dissemination (Quantitative and Qualitative Research, Dissertation Unit). The DSocSci program through its units tries to provide students with a well-rounded understanding of the ethics dimension in research.

> 2. **STUDY AIMS/OBJECTIVES [maximum of 200 words]:** Please provide the aims and objectives of your research.

This dissertation will initially review the western construction of CSR and will then test its applicability to the existing CSR activities and initiatives in Jordan as a developing country. This is due to the fact that CSR is an underdeveloped concept in the Arab World, and is in its initial stages of implementation in the region. The aim of this dissertation is to identify the role of the Jordanian government with regards to the development of CSR in terms of the concept's promotion and the implementation of its practices. This will be achieved by initially assessing how far CSR is being implemented within the Jordanian government and its relationship with other significant actors. Due to the fact that there is no evident previous literature on the role of the Jordanian government in the development of CSR, this study will be the first of its kind to tackle this issue. This research will be predominantly exploratory in nature, and should aid in mapping out the undiscovered territory on the role of the Jordanian government in the development of CSR. The aim of this dissertation, therefore, is to explore the following question; what is the role of the government in the development of CSR in Jordan?

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3. **RESEARCH METHODS AND SAMPLING STRATEGY [maximum of 300 words]:** Please tell us what you propose to do in your research and how individual participants, or groups of participants, will be identified and sampled. Please also tell us what is expected of research participants who consent to take part (Please note that recruitment procedures are covered in question 8)

Four main parties will be targeted; the Jordanian government, specific NGOs, prominent International Agencies in the field of CSR, and a number of private sector organizations (a total of 30 participants). The research process will be conducted in two stages. The first stage will consist of analysing published reports, policy documents and any other relevant publicly-accessible resources. Once a thorough review and understanding of the available policy documents is carried out, the research will move onto the second stage which involves collecting the primary data through qualitative research from representatives of the four main parties.

Stage two will consist of two phases;

1. Phase One: interviews with high ranking government officials to discuss general CSR policies in place and roles.

2. Phase Two: interviews with senior government officials, civil society representatives, and private sector representatives who collaborate in joint CSR initiatives/ projects.

Participants will be selected according to their specialities and knowledge areas. Participants are chosen by purposive sampling, if through the interviews relevant prospects are recommended then they will be contacted as well (snowballing). At least two professionals will be selected from each institution in order to gain as much information as possible from different points of view. Participants are expected to share their relevant experiences and action plans, in addition to expressing their opinions on the matter of the role of the government.

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4. **POTENTIAL BENEFITS AND TO WHOM: [maximum 100 words]** Tell us briefly what the main benefits of the research are and to whom.

This research will be the first of its kind in the region. Additionally, it is important to note that this research will be only the second piece of qualitative research conducted on CSR in Jordan, and the first to consider

the role of the government in the development of CSR. This research will highlight the current state of affairs in Jordan, in terms of existing CSR policies, regulations and activities, and will provide recommendations on how the country can make better use of CSR to benefit all stakeholders involved, and hopefully create opportunities for further in-depth research.

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5. **POTENTIAL RISKS/HARM TO PARTICIPANTS [maximum of 100 words]:** What potential risks are there to the participants and how will you address them? List any potential physical or psychological dangers that can be anticipated? You may find it useful to conduct a more formal risk assessment prior to conducting your fieldwork. The University has an example of risk assessment form: http://www.bristol.ac.uk/safety/policies/

RISK	HOW IT WILL BE ADDRESSED
Example 1: Participants may be upset during the interview *Example 2: A participants may tell me something about illegal activity*	*Example 1: If a participant gets upset I will stop the interview at that time. I will give participants information about support services at the end of the interview.* *Example 2: The information sheet and consent form will warn of the limits of confidentiality and I will have a confidentiality protocol (submitted to the committee).*
- Participants might share confidential information that is not for sharing (off tape) and worry about confidentiality. - Participants might share some information about some dubious activity.	- I will start the interview by going through the verbal consent stating all confidentiality and anonymity statements. Additionally, once participants say it is off tape, I will turn the recorder off straight away and will not share the information with anyone or use it in my date. - No specific names are expected to be shared, so people might report some action but without names. The researcher will not take any un-official/ rumours as valid data or information. Additionally, recorder will be turned off when such information is shared as participants are expected to say "off record". All along, the researcher will restate the confidentiality statements when need be. The information said at the beginning and the verbal consent will warn of the limits of confidentiality.

*Add more boxes if needed.

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6. **RESEARCHER SAFETY [maximum of 200 words]:** What risks could the researchers be exposed to during this research project? If you are conducting research in individual's homes or potentially dangerous places then a researcher safety protocol is mandatory. Examples of safety protocols are available in the guidance.

The researcher will be conducting interviews in offices within organizations and therefore, no danger is expected to affect the researcher's safety, the researcher sees no need for a safety protocol.

RECRUITMENT PROCEDURES [maximum of 400 words]: How are you going to access participants? Are there any gatekeepers involved? Is there any sense in which respondents might be "obliged" to participate (for example because their manager will know, or because they are a service user and their service will know), if so how will this be dealt with?

The Jordanian society is to be considered highly clientelistic; where loyalties of friends and political parties lie heavily on personal relationships. Traditional Arabic values along with Islamic ones encourage helping one another and supporting your society, and Jordan being a relatively small country with known family names and relations; clientelisim is quite visible. Given that most research participants are government officials and of high seniority, the personal loyalties will play a significant role in contacting them. Contact and appointments will be arranged mainly via personal connections and friends and family members, when applicable. When contact can't be made through personal connections, the researcher will contact offices and gatekeepers through phone and email the regular route

The researcher herself has already established good relationships with participants from the targeted institutions and this is expected to aid her significantly when setting up the interviews. Additionally, a personal connection of a similar rank would significantly ease the process of setting up interviews. In most of the cases interviews will be arranged through the researcher herself or a family member of the researcher. One major connection will be the father of the researcher who is a known military general in Jordan. The father of the researcher would contact the participant first, out of respect to thank them for giving his daughter the time and to show appreciation. It is important to note that it is most likely that the researcher would not gain access to participants if it wasn't for such personal connections. The father is expected to aid the researcher with 2 participants only. Contacting such participants without the connection will never get the research off the ground.

It is important to clarify that the personal connections will not force or oblige participants to take part in any way, but rather are means of accessing the sample. Candidates will not be forced by any means to take part; they care given an opportunity to take part and they can easily refuse taking part if they don't wish to be involved; there is no pressure on them. Additionally, the father's military status does not represent a source of power or pressure upon candidates; as most of the involved government officials are considered of higher seniority in the Jordanian political system. They will not feel in any way coerced into participation. At the beginning of the interviews, participants will have the complete choice in taking part or refusing to participate. This point is also highlighted throughout the interview, so that they can stop at any point if they wish to stop.

8. **INFORMED CONSENT [maximum of 200 words]:** How will this be obtained? Whilst in many cases written consent is preferable, where this is not possible or appropriate this should be **clearly justified**. An age and ability appropriate participant information sheet (PIS) setting out factors relevant to the interests of participants in the study must be handed to them in advance of seeking consent (see materials table for list of what should be included). If you are proposing to adopt an approach in which informed consent is not sought you must explain in detail why this is not considered to be appropriate. If you are planning to use photographic or video images in your method then additional/separate consent should be sought from participants which adheres to the relevant data protection legislation. Current guidance is that consent forms should ask participants to initial rather than tick the consent boxes on the consent form.

Verbal consent will be taken from all the participants involved. That is due to cultural barriers in written consent and fear from signing documents in the overall culture. Interviews will be recorded in Arabic, which will allow users to speak more freely and expressively in their mother tongue. Once the interviews are recorded the researcher will transcribe them in Arabic, and in the data analysis stage, the researcher will translate the main findings into English. Below is the script of the verbal consent, which will be recorded before the interview starts. So the researcher

will explain the research and the consent statement to the participant first, then once it is all clear to the participants, the recorder will be put on the consent will be recorded. Participants will be asked to say yes or I agree to the statements said before we start, and to stop the researcher through the consent if they disagree with anything. The verbal consent is:

Hello. I'm Nour Shiyyab. I am conducting interviews about Corporate Social Responsibility. I'm conducting this as part of my Doctorate Degree in Policy Studies at University of Bristol in England. I am very thankful and appreciative for your participation and time. Our interview is expected to last between thirty minutes and an hour. I will be taking handwritten notes to record your answers as well as use an audio recorder as I told you earlier, so I don't miss out on anything you say. Please know that I will do everything I can to protect your privacy. Your and your organization's identity or personal information will not be disclosed in any publication that may result from the study unless we agree on that beforehand. Notes and recordings that are taken during the interview will be stored in a secure location while being anonymized and password protected. At the end of the study all interview data will be destroyed confidentially. I have a few points to share with you, please stop me if you disagree on any of them:

·   Your participation in this study is voluntary.

·   You can decide to stop at any time, even part-way through the interview for whatever reason, or up until the 1st of January 2015.

·   If you decide to stop participating, there will be no consequences to you.

·   If you decide to stop, I will ask you how you would like me to handle the data collected up to that point.

·   This could include returning it to you, destroying it or using the data collected up to that point.

·   If you do not want to answer some of the questions you do not have to, but you can still be in the study.

Do you have any questions before we get started?

- Note: No information sheet will be given out to participants as the nature of questioning is very flexible. The researcher wouldn't want to give out a lot of information to the participants but rather probe information out. Participants are expected to differ significantly in their knowledge level and therefore there is no baseline to start from. The researcher does not want to reflect their personal opinion on the matter and whether they believe there is a role or not for the participants involved in the CSR movement in Jordan.

Please tick the box to confirm that you will keep evidence of the consent forms (either actual forms or digitally scanned forms) in accordance with the data protection legislation, securely for ten years. ☑

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9. **DATA PROTECTION:** All applicants should regularly take the data protection on-line tutorial provided by the University in order to ensure they are aware of the requirements of current data protection legislation.

University policy is that "personal data can be sent abroad if the data subject gives unambiguous written consent. Staff should seek permission from the University Secretary prior to sending personal data outside of the EEA".

Any breach of the University data protection responsibilities could lead to disciplinary action.

Data will be stored on a safe stick anonymized and under confidential anonymous names. They are also in a password protected folder that no one can access but the researcher.

Have you taken the mandatory University data protection on-line tutorial in the last 12 months   Yes ☑   No ☐

https://www.bris.ac.uk/is/media/training/uobonly/datasecurity/page_01.htm

Do you plan to send any information/data, which could be used to identify a living person, to anybody who works in a country that is not part of the European Union?
            Yes   No   ☐   ☑

(see http://www.ico.gov.uk/for_organisations/data_protection/the_guide/principle_8.aspx)

If YES please list the country or countries:

10. **CONFIDENTIALITY AND ANONYMITY:**

	YES	NO
All my data will be stored on a password protected server	✓	
I will only transfer unanonymised data if it is encrypted (For advice on encryption see: http://www.bristol.ac.uk/infosec/uobdata/encrypt/device/)	✓	
If there is a potential for participants to disclose illegal activity or harm to others you will need to provide a confidentiality protocol.		✓

Please confirm that you warned participants on the information and consent forms that there are limits to confidentiality and that at the end of the project data will be stored for 10 years on appropriate storage facility.
https://www.acrc.bris.ac.uk/acrc/storage.htm   Confirmed   ✓

11. **SHARING DATA AND DISSEMINATION OF FINDINGS [maximum 200 words]:** Are you planning to send copies of data to participants for them to check/comment on? If so, in what format and under what conditions? What is the anticipated use of the data, forms of publication and dissemination of findings etc? If you plan to archive your interview transcripts then ensure that consent is obtained.

Participants will be offered a copy of the executive summary once the dissertation is over if they are interested. If then, any of them is keen on learning more about it, further options will be discussed.

When the researcher has finished the doctorate degree, she will look into publishing some journal articles about specific aspects of the dissertation. Interviews will be archived on a safe protected stick kept in a safe location in the researcher's personal office with their anonymized transcripts.

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12. **ADDITIONAL INFORMATION**: Please identify which of the following documents, and how many, you will be submitting within your application: Guidance is given at the end of this document (appendix 1) on what each of these additional materials might contain.

NO DOCUMENTS SEEM TO BE NEEDED IN MY CASE.

ADDITIONAL MATERIAL	NUMBER OF DOCUMENTS:
Participants information sheet (s)	0
Consent form (s)	0
Confidentiality protocol	0
Researcher safety protocol	0
Recruitment letters/posters/leaflets	0
Photo method information sheet	0
Photo method consent form	0
Risk assessment form	0
Support information for participant	0
3rd party confidentiality agreement	0
Other information	0

Please DO NOT send your research proposal or research bid as the committee will not look at this.

Corporate Social Responsibility in Jordan

Participant Information Sheet (PIS)

1.   What is the purpose of the study?

This research is looking at the current state of Corporate Social Responsibility (CSR) in Jordan and the different roles various participants from the public and private sectors along with the civil society are playing in the development of CSR.

2.   Who am I?

My name is Nour Shiyyab; I am a fourth year Doctorate student in Policy Studies at University of Bristol in England.

3.   Why have I been chosen? (type of participant)

You are amongst one of the major players in the felid of CSR. I believe your knowledge and experience in the field of CSR will be invaluable and highly appreciated. Participants in this research are senior experts from the Jordanian governments, various NGOs, and senior experts from multiple private companies.

4.   What will happen if I take part?

Our interview is expected to last between thirty minutes to an hour. I will be taking handwritten notes to record your answers as well as use an audio recorder as I told you earlier, so I don't miss out on anything you say. You can decide to stop at any time, even part-way through the interview for whatever reason, or up until approximately January 2015. If you decide to stop participating, there will be no consequences to you. If you decide to stop, I will ask you how you would like me to handle the data collected up to that point. This could include returning it to you, destroying it or using the data collected up to that point. If you do not want to answer some of the questions you do not have to, but you can still be in the study.

5.   What will happen if I don't take part?

There will be no consequences to you if you decide to not take part, your participation is voluntary.

6.   Anonymization & Confidentiality

This research has no known risks. Please know that I will do everything I can to protect your privacy. All data collected will be confidential and anonymous, furthermore, your and your organization's identity or personal information will be confidential and will not be disclosed to anyone or in any publication that may result from the study unless we agree on that beforehand. Notes and recordings that are taken during the interview will be stored in a secure location while being anonymized and password protected. Data will be stored, on a password protected server. Data will be kept for ten years in accordance with the Data Protection Act. However, it is important to note that data will be kept confidential unless there is a risk of reporting harm/illegal activity.

7.   Final date of withdraw of data statements

You can withdraw your data statements by the 1st January 2015 the latest.

8.   Further contact details.

If you need any further information or have any question, complaints, or concerns, please do not hesitate to get in touch with me or my supervisor **David Sweeting**.

- **Nour Shiyyab** (Researcher)	**David Sweeting** (Supervisor)
EMAIL	EMAIL

MOBILE NUMBER

Corporate Social Responsibility in Jordan - Consent Form

	Yes	No
I confirm that I have read and understood the information sheet for the above stud have had the opportunity to ask questions	☐	☐
I understand that my participation is voluntary and I can change my mind at any without giving reason.	☐	☐
I understand that I can decide to stop at any time, even part-way through the inte for whatever reason and that if I decide to stop participating, there will be no consequences and that you will ask me how I would like me to handle the data col up to that point.	☐	☐
I understand I can withdraw my data until **1st January 2015**.	☐	☐
I understand that everything I say is confidential unless there is a risk of harm to a child or vulnerable adult or discussion of illegal activity.	☐	☐
I agree to take part in a digitally recorded interview.	☐	☐
I understand that the information gathered during this research will be included in thesis and journal papers.	☐	☐

Data Protection Act

I understand that data collected about me during my participation in this study will be stored on computer, and that any files containing information about me will be made anonymous. I agree to the University of Bristol recording and processing this information about me.

I understand that this information will be used only for the purpose of this study and my consent is conditional upon the University complying with its duties and obligations under the Data Protection Act.

<div style="border: 1px solid black; width: 120px; height: 50px;"></div>

_____   _____   _____
Name (please write in capitals)   Date   Signature