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Managing CSR projects and programmes in the UAE

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إدارة مشاريع وبرامج المسؤولية الاجتماعية للشركات في دولة الإمارات العربية المتحدة

by

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of the requirements for the degree of
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ABSTRACT

Corporate Social Responsibility (CSR) is an increasingly influential concept, which is usually claimed to be implemented more in the West than in the Gulf Cooperation Council (GCC) and MENA region, where it is portrayed as less developed and philanthropic. This research investigates developments of CSR in the UAE revealing different levels of awareness, engagement, and implementation. The study consists of data analysed from 29 interviews with CSR representatives of UAE-based organisations from 2011 to 2016, and a case study of a strategic youth engagement CSR programme.

The varying degrees of sophistication and programmification of CSR activities in the UAE reveals a more developed stage of maturity than is implied in the literature. The use of project management to organise, implement, align and monitor CSR activity provides knowledge relevant to the UAE but also other countries. The study shows organisations with project management skills and governmental links are in a better position and under more pressure to undertake strategic CSR activity that is sustainable. Organisations linked to governmental organisations or leadership seem more aligned to national goals and so are more influenced to undertake strategic CSR activity that will contribute to these goals. CSR activity that is strategic seems to be projectised to achieve these goals as well.

The research addresses a lack of knowledge on developments of CSR in the UAE, including the use of project management as a means to implement strategic CSR activity. Strategic CSR itself has not been associated with the region before, however the examination of CSR projects and programmes in the UAE has revealed that there are cases of CSR being strategically managed to achieve and contribute to organisational and not only social goals.

Implications for project management theory drawn from the study include the application of project management to CSR activity, the CSR and PM theories are somewhat linked in the

available literature, however not to the degree of which is presented in this study. The study provides an example of CSR and PM directly integrated to maximize success and achievement of organizational goals. Pellegrinelli (2002, p. 229) states that “Emergent thinking on programme management best practice has focused on the internal context, namely the marshalling of projects and resources to achieve the desired strategic and/or synergy benefits.”

Most importantly, this research demonstrates the positive influence project management can have on implementation of CSR. The study sheds light on the institutional factors such as government pressure and peer pressure that influence the way CSR is perceived and managed in organisations in the UAE. Studying these factors in more depth will allow us to understand more on the way CSR in the UAE is developing and how it might be expedited further towards sustainable development. This area is recommended for future research; to produce more specific theory on institutional drivers that could further develop the CSR landscape.

نبذة مُوجزة

يُعد مفهوم المسؤولية الاجتماعية للشركات مفهوماً متزايد التأثير يُزعم غالباً تنفيذه في الغرب مقارنة بدول مجلس التعاون الخليجي ومنطقة الشرق الأوسط وشمال أفريقيا التي تُصور دائماً بكونها أقل تطوراً وتركز على مسائل البشرية. ينظر هذا البحث في تطورات المسؤولية الاجتماعية للشركات داخل الإمارات العربية المتحدة بما يكشف مستويات الوعي والمشاركة والتنفيذ. وتتكون الدراسة من البيانات التي تم تحليلها من 29 مقابلة مع ممثلي المسؤولية الاجتماعية بشركاتٍ تتخذ من الإمارات العربية المتحدة مقراً لها في الأعوام ما بين 2011 إلى 2016 وتم أيضاً دراسة حالة لبرنامج استراتيجي للمسؤولية الاجتماعية للشركات يختص بإشراك الشباب الاماراتي.

تكشف المستويات المتفاوتة من تطوير وبرمجة أنشطة المسؤولية الاجتماعية للشركات داخل الإمارات العربية المتحدة مرحلة متطورة من النضج مقارنة بما تتضمنها الكتب والدراسات السابقة. كما يوفر استخدام إدارة المشروع لتنظيم أنشطة المسؤولية الاجتماعية للشركات وتنفيذها وانسجامها ورصدها معلومات ذات صلة بالإمارات العربية المتحدة فضلاً عن دول أخرى. وتظهر الدراسة أيضاً الشركات التي تتمتع بمهارات إدارية وصلات حكومية في وضع أفضل وتقع تحت ضغطٍ أكبر لتنفيذ النشاط الاستراتيجي المُستدام للمسؤولية الاجتماعية للشركات. والأهم من ذلك، يكشف هذا البحث التأثير الإيجابي الذي يُمكن أن تتمتع به إدارة المشروعات بشأن تنفيذ المسؤولية الاجتماعية للشركات. ويوصى بهذا المجال للبحوث في المستقبل: لتقديم نظرية أكثر تحديداً بشأن العوامل المؤسسية التي بإمكانها تطوير مشهد المسؤولية الاجتماعية للشركات.

DEDICATION

I dedicate my PhD dissertation work to my family, especially my father Ahmed Ibrahim Ahmed Al-Reyaysa, and my mother, Alia Hamad Omran Taryam, whose encouragement and support was never-ending throughout all of my educational journey.

I cannot thank my supervisor, Prof. Ashly H. Pinnington, enough for his guidance throughout the years. Pursuing a PhD degree is a challenging journey and I will always be appreciative of the support that he never hesitated to provide to students. The role of a doctoral supervisor is critical and it goes without saying that I was blessed to have the best and most dedicated academic as my advisor. He has been a great source of encouragement and influence in pursuing research, and I hope that I can continue in the area of my research with the same values, ethics and commitment he has always shown. I will remain ever grateful and indebted to him.

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I would also like to thank especially, the organisation that allowed me to study the youth engagement programme and include it in my study. As a UAE national it gives me great pleasure to include such a developed programme in my research and in academia.

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List of Abbreviations

CSR – Corporate Social Responsibility

PM – Project Management

CAP – Carbon Ambassadors Programme

OT – Organisational Theory

1. Introduction

The proposed study aims to investigate and understand the nature of CSR, its activities and projects in the context of the UAE. The growing importance and awareness around the subject of CSR is evident in numerous theories, literature and real-life case studies. The thesis explores how CSR is developing and moving away from philanthropy to strategic and socio-economic forms of CSR that are representative of shared value towards stakeholders. It illustrates the need for CSR to be managed, in this case, project managed to maintain its alignment and contribution to organizational goals in order to create shared value between the company and community, creating a strategic form of CSR that contributes to sustainable development in the long-term. The thesis commences with an examination of theories on the importance of CSR, CSR in the UAE and the role of project management in CSR. Additionally, to really understand CSR and its constant evolution, a theoretical framework is developed based on CSR-related theory, organisational theory (OT), project management and neo-institutionalist theory.

These disciplines of thought have been chosen as each contributes diverse theoretical perspectives to inform understanding of different dimensions of CSR. The CSR related theories help explain and understand what CSR is, whilst OT situates CSR more precisely in the project management perspective, informing our understanding on what ways and to what extent CSR activity is project-ised in the UAE. Finally, the neo-institutionalist theory helps the reader to comprehend the changing nature of CSR through the concepts of continuity and change. It also takes into account the various dynamics of institutional fields that can shape and mould CSR. Considering institutional fields when examining CSR projects in the UAE will not only help us to

comprehend the current CSR projects in the UAE but also appreciate how they are managed and implemented.

Currently CSR seems to be well recognised and its presence can really be felt as more and more organisations seek to adopt the concept, Welford (2004, p. 32) has examined CSR policies over twelve European and Asian countries, he states that “Corporate social responsibility (CSR) has become an important business concept over the past few years.” The author also states (p. 32) “Although European companies are usually ahead of Asian companies with respect to their CSR agendas, there is great scope for companies to learn from each other.” Although some parties may argue CSR is merely a trend (Sahlin-Andersson, 2006), various studies have linked it to project performance, business ethics, leadership, employee motivation, employee retention, marketing and many other vital areas of business performance; hence providing a range of sources of potential value in its examination (Gil Estallo et al., 2007; Sahlin-Andersson, 2006; Rettab et al., 2009; Othman and Abdellatif, 2011).

Understanding developments in CSR calls for close empirical work on institutional change and hence, this thesis research focuses on the social and organisational actors, and it was decided to concentrate on qualitative research methods. The qualitative method allows for rich data collection, which is vital to understanding how CSR is managed in the UAE. The collective case study method is employed in the interview study, as each subject will be treated as a case.

The purpose of the research is to help understand how CSR is understood and implemented in the UAE and through what channels (initiatives, projects or programmes). The significance of this thesis research is that it illustrates how CSR is managed in the UAE, which is likely to be relevant to the MENA region since many of the neighbouring countries share similar politics, culture and religion. It also will present a clearer perspective on how far CSR in the MENA region has changed in comparison to CSR in a Western developed country. The study also offers insights on particular local factors, initiatives and pressures that shape CSR and its evolution in the UAE.

Purpose and Objectives

The purpose of this research is to develop our knowledge of CSR in the UAE through application of institutional, organisational and project management theories and how it may be improved. Corporate Social Responsibility is a dynamic term, which seems to have different meanings depending on the context. In the MENA region, in general, the literature and previous studies have argued that CSR in the region is relatively undeveloped as well as misinterpreted (Katsioloudes and Brodtkorb, 2007; Jamali and Neville, 2011). Overall, there is not much

information on the details of the CSR in the UAE available in current CSR literature and theoretical debates. This study aims to contribute to fill the gap in knowledge on CSR in the UAE and its potential implications for the MENA region. The significance of such research is that it will provide insights on CSR in a country in the MENA region considered to be a combination of under-developed and developing countries, some which have been rapidly developing such as the UAE. It will also assist other research studies interested in the progress of CSR in MENA countries. Jamali and Mirshak, 2007, p. 244 state “But while increasing attention has been accorded in recent years to CSR, as a postulate for ethical and responsible behavior in business, very little is known of the practice of CSR in developing countries. Various scholars have indeed highlighted the Western centric nature of academic publication on the topic. Belal (2001) notes for example that most of the CSR studies conducted so far have been in the context of developed countries such as Western Europe, the U.S.A., and Australia and that we still know too little about practices in ex-colonial, smaller, and emerging countries. He highlights the need for more CSR research in developing country contexts given the valuable insights it can offer to the jaded palettes of Western scholars. There is thus a certain level of lingering academic curiosity about diverging CSR understanding and practice in light of vastly different economic, social, and cultural conditions”

Similarly, Raynard et al. (2013, p. 5) acknowledge this gap in the CSR literature in their study on the institutional factors of CSR in China. They state: *“in addressing this gap, the present study advances CSR research by drawing attention to contextual conditions that shape how CSR is*

conceptualized and implemented – and further, helps to illuminate the potential to transpose CSR practices across different contexts”.

The study will not only address a gap in literature but also contribute ideas for studying CSR in developing countries. Most literature shows that CSR is mainly philanthropic and at its early stages when it comes to developing countries. Jamali and Mirshak, (2007, p. 243) state “The findings suggest the lack of a systematic, focused, and institutionalized approach to CSR and that the understanding and practice of CSR in Lebanon are still grounded in the context of philanthropic action.” However, this research aims to investigate more thoroughly how CSR is actually changing and growing in a developing country. A pilot study conducted (see the Methodology chapter) has so far shown signs of CSR in the UAE developing in several aspects more so than would be expected based on findings of quantitative surveys in the MENA region, and so the study will help scholars with understanding and comparing the situation of CSR in the UAE regionally and on a global scale.

In the context of growing global pressure for sustainable management, it is more important than ever that the environmental issues in projects are addressed, Schieg (2009, p. 318) asserts that “Trustworthiness, accountability and reliability are growing more and more important for the reputation of project companies. In the future, the value of the reputation will be as important as the weight of a brand. This means setting-up the reputation has to be understood as a long-term investment.”

CSR in the UAE

The literature suggests that although CSR in the UAE exists, it is not clearly understood. Al-Reyaysa et al. (2014, p. 239) find that “Corporate social responsibility (CSR) in the Middle East and North African (MENA) countries is often considered to be less advanced when compared to its implementation in developed economies.” Thomas (2011, p. 4) claims that “The new business either being started or re-located to the region has caused a strain on the natural resources of the UAE and CSR has become an important topic of discussion and concern in the UAE”

Nonetheless, the value of CSR is recognised as shown in research conducted by Rettab et al. (2009, p. 384), which found that CSR is positively related to financial performance in the UAE, “The most important finding in our study, and contrary to our prediction, is the positive association between CSR and financial performance. This result is consistent with previous empirical studies conducted in western developed economies showing a positive relationship between CSR efforts and financial performance.” Similarly, a study conducted by Al-Tamimi and Hussein (2014, p. 106) found “The results indicate that the UAE banks are aware of the concept of CSR” and that “the UAE banks strongly support corporate social responsibility efforts to payback...the majority of the respondents (90 percent) indicated that it is important for their bank to inform stakeholders about their corporate social responsibility activity.” These findings indicate that CSR is valued with a conscious effort to include it. Furthermore, Al-Reyaysa et al. (2015, p. 17) find that “The extent of CSR seems to be influenced by the industry context as well as the actual mission and vision of each organisation. It also is evident that organisational leadership and in-house education and training play a role in the development of CSR in the

UAE.” Such findings all support further study of CSR programmes and projects in the UAE, as well as what organisational factors affect CSR development.

In comparison to other regions, Robertson (2009, p. 617) states, “The U.S. and U.K. models of corporate social responsibility (CSR) are relatively well defined. As the phenomenon of CSR establishes itself more globally, the question arises as to the nature of CSR in other countries.”

The nature of CSR in the UAE, and even in the Middle East has been shown to be largely philanthropic (Jamali and Neville, 2011: [Katsioloudes and Brodtkorb](#), 2007). Philanthropic CSR is a less strategic form of CSR, it can be described as the more “traditional” form that is more focused on creating social benefits (Quaizi and O’Brien, 2000). On the other hand, strategic CSR is a form of CSR that is intended to benefit society but create some organisational value at the same time (Quaizi and O’Brien, 2000: Bhattacharyya et al., 2008). It has been described as part of the modern mind-set of CSR (Quaizi and O’Brien, 2000) and has been found to be more common in Western countries such as the UK and the US than in the MENA region. Al-Khatib (2012, p. 56) claims that “Developing CSR strategies is one of the initial steps for any organisation that wishes to advocate CSR notions in its business.” Sajadfar (2013, p. 5) also finds “CSR practices need strategic planning; as Wall (2008) stated, to make a commitment towards CSR programs, companies need to create a committee, realize and discuss the drivers, set the goals, make the policies, implement the projects and measure impact.”

With reference to strategic CSR, Bhattacharyya et al. (2008, p. 267) state “Many now believe that strategic CSR is the answer to pitfalls of traditional CSR.” Thus it addresses concerns regarding costs that are present within traditional CSR, where often activities related to CSR are

seen as a burden due to the cost and effort involved. However, strategic CSR is “double – duelled” as it caters to both ends and has the capacity to provide organisations with a pay-off in the form of financial gains or savings. Furthermore, Porter and Kramer (2002, p. 59), state that “Most corporate expenditures produce benefits only for the business, and charitable contributions unrelated to the business generate only social benefits. It is only where corporate expenditures produce simultaneous social and economic gains that corporate philanthropy and shareholder interests converge.” Thus, strategic CSR seems to be the most efficient form of CSR, yet it is believed to be uncommon in the UAE. The authors also state (p. 65) “By tying corporate philanthropy to its business and strategy, a company can create even greater social value in improving grantee performance.” It is an opportunity to address social causes and also enhance organisational performance, in the UAE it seems that organisations are only scratching the surface when it comes to CSR. Furthermore, Burke and Logsdon (1996, p. 495) add “However, a fundamental belief among its business supporters and business-and-society scholar is that corporate social responsibility ‘pays off’ for the firm as well as for the firm’s stakeholders and society in general”.

Moreover, “A growing number of companies known for their hard-nosed approach to business—such as GE, Google, IBM, Intel, Johnson & Johnson, Nestlé, Unilever, and Wal-Mart—have already embarked on important efforts to create shared value by reconceiving the intersection between society and corporate performance. Yet our recognition of the transformative power of shared value is still in its genesis. Realizing it will require leaders and managers to develop new skills and knowledge—such as a far deeper appreciation of societal needs, a greater understanding of the true bases of company productivity, and the ability to collaborate across

profit/nonprofit boundaries. And government must learn how to regulate in ways that enable shared value rather than work against it.” (Porter and Kramer, 2011, p. 4)

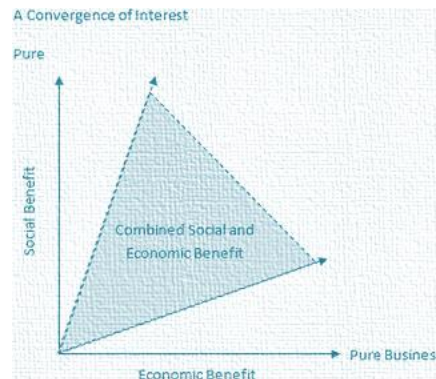


Figure 1. The competitive advantage (Adapted from Porter and Kramer, 2002)

Below is a diagram illustrating the potential of CSR that is often over-looked (Figure 2). The figure illustrates how at the surface CSR’s potential seems limited as a business case. At the surface we see CSR in its “purest” and “simplest” form, an act of consideration towards social issues. However, other benefits below the surface are missed.



Figure 2. “The CSR Iceberg” (Author’s own origination)

The distinction between CSR projects in developed countries and CSR projects in the MENA region is very significant, as it could lead to countries in the MENA region missing out on important opportunities that come with advanced CSR; such as its strategic and cost-effective nature. Also, as the UAE is now considered as a global and regional hub for several sectors of business, with advanced business and organisational areas, to keep pace with the country’s strategic goals and vision, CSR in the UAE must advance as well and be able to compare itself favourably to other similarly advanced countries. Thus, it is important to explore and understand how CSR is understood and managed in such countries and how CSR activity is project-ised for

successful implementation and monitoring. To conduct this research, the UAE context has been chosen for its potential practicality and due to the paucity of CSR related research, and its project based environment. Also, the UAE can be used to generalise ideas and research questions for neighbouring and regional MENA countries, which could be facing the same CSR dilemmas. The inefficiency and mismanagement of CSR projects and programmes could lead to institutions not only missing out on opportunities to cut costs and improve efficiency but also to address CSR issues that could influence a country's economic development and global reputation. Hence, the importance of increasing understanding of CSR in the UAE is worthwhile.

Understanding CSR is also important to the UAE on numerous levels. Globally, the UAE has been known for its high ecological footprint, with the global media reporting the UAE to be the country with the highest ecological footprint per capita worldwide in 2007. This study aims to understand CSR in the UAE and what factors influence it; by examining CSR projects and programmes in order that a better understanding of how efficient CSR projects in the UAE are at addressing such issues can be achieved. This study is also extremely relevant to the vision and strategy of the UAE (Appendix 4); "The UAE Government wants to ensure sustainable development while preserving the environment, and to achieve a perfect balance between economic and social development" (www.vision2021.ae), as CSR initiatives and projects can often contribute to such goals.

Moreover, the UAE cabinet announced 2017 to be the "Year of Giving", emphasising the role CSR is playing in UAE society as a whole. Specifically, a call is made for businesses to interact and engage in social endeavors for the UAE's development through different initiatives in all

sectors (<https://uaecabinet.ae/en/year-of-giving>) (see Appendix 5). Regionally, neighbouring GCC countries have also been known for high ecological footprints per capita (Qatar was identified as having the highest ecological footprint worldwide in 2012), the study could be beneficial to Qatar and similar countries because it looks into the nature and variety of CSR projects in the UAE and how well these projects are implemented and aligned to not only the company's vision but national goals as well. Developing an improved understanding of CSR will hopefully help to shed light on local issues and CSR projects that are most relevant to the local community. It is also expected that the study may uncover why CSR in the UAE, and similar countries, is indeed centered on philanthropy and will help to illuminate how CSR can be developed both within and outside of their own perspectives.

The Significance of Project Management Today

Project management is popular in the business and academic world today. Increasingly, organisations are becoming more project-ised with more and more organisations becoming project-orientated. Maylor et al. (2006) add “Nowadays, it is hard to imagine an organisation that is not engaged in some kind of project activity. Over the past decade, organisations have been turning from operations to project management as part of their competitive advantage strategy”.

The authors also claim (2006, p. 663) “...we have seen the establishment of programmes and portfolios of programmes as a mechanism for managing in organisations. This represents a developed phenomenon we have termed programmification. It is also believed that project

management is a means for achievement of goals and tasks. Pellegrinelli (2002) adds that the success of using project management as a mechanism to achieve goals is due to “the single-minded focus and discipline inherent in project management, and the coordination and integration of such complex initiatives that are facilitated by a coherent programme management framework.” Hence, project management seems to offer a structured approach to achieving goals.

Too & Weaver (2014, p. 1382) state that “There is a significant growth in the adoption of project management disciplines to accomplish work in different sectors and industries.” The authors also add, “The management of multiple projects – including program management and portfolio management – is now the dominant model in many organizations for strategy implementation, business transformation, continuous improvement and new product development”.

Overall, CSR is an important concept especially in today’s world where business decisions will often have a direct impact on society. Thus, it is a concept that is worth exploring in the UAE, which itself is a dynamic environment aspiring to become a global business hub. Additionally, in the context of the UAE and the Middle East, CSR remains an underexplored area that is in need of attention; Katsioloudes and Brodtkorb (2007, pp. 10) believe CSR has “received little attention in the Middle East.” Furthermore, regarding the comparative study of CSR across regions, Raynard et al. (2013, p. 30) even state that “For research on corporate social responsibility, these insights would shed light on an under-researched area of the world.” Understanding the variety of CSR projects will contribute to knowledge on how CSR projects and programmes can be beneficial to organisations in the UAE and possibly other countries as well.

The objectives of this study include

Building theory on the current state and perception of CSR in the UAE

Building theory on the practical use and relevance of project management application to CSR

Generating theory on institutionalist factors may shape the advancement and quality of CSR in the UAE

Investigating strategic or integrated CSR projects and programmes are in the UAE

Generating theory on how CSR can be improved and better managed through project management in the UAE.

The research questions include:

- What are the current developments in the nature of CSR in the UAE?
- What mechanisms/structures are used for managing CSR in the UAE?
- How can project management be employed for implementing CSR?

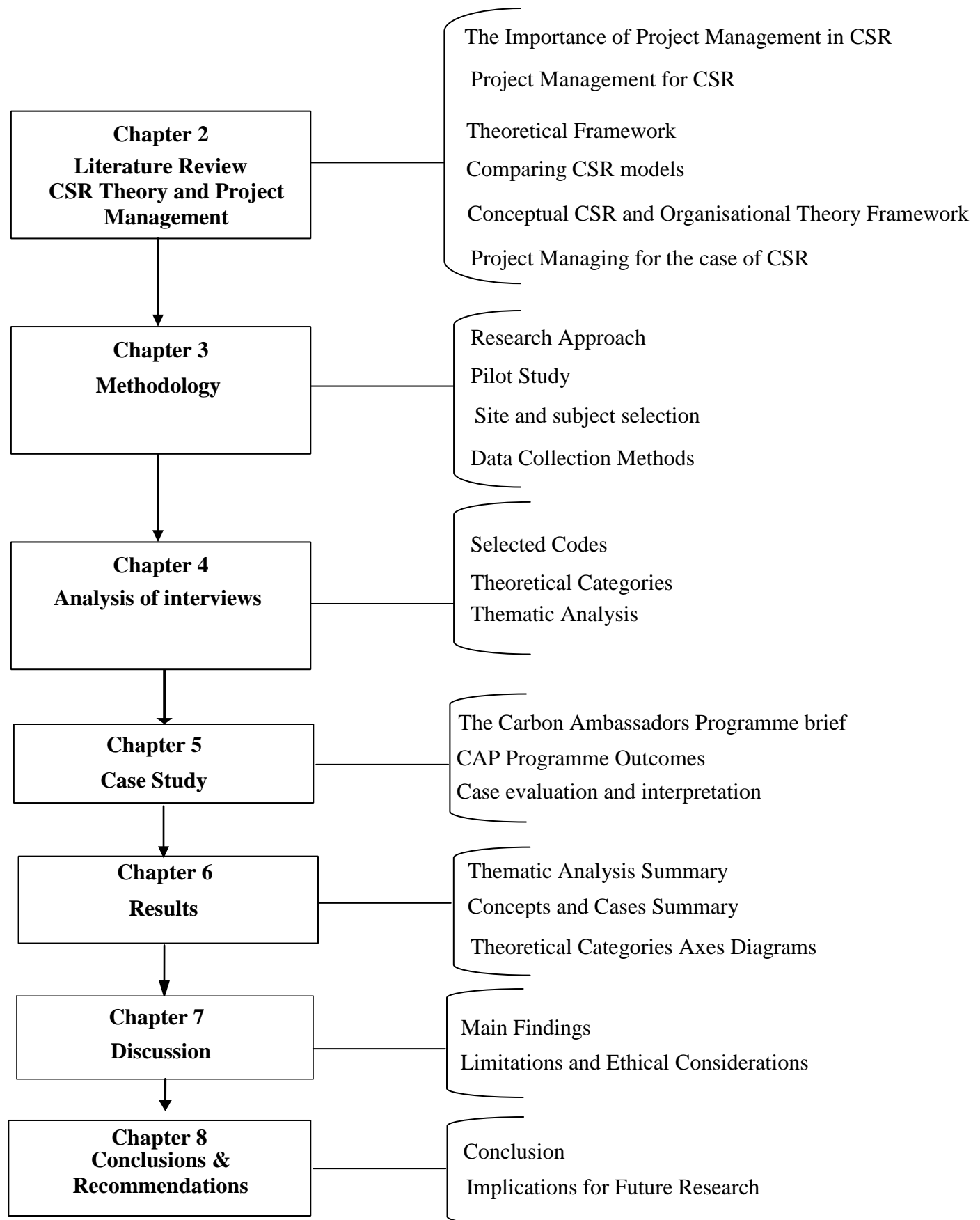
Research Strategy

This research aims to explore the current state of CSR in the UAE, identifying developments in the nature of CSR activity and its management. The purpose is to inform and add to current academic literature on CSR policy and practice in the areas of CSR implementation and its management through projects and programmes. The intention is to contribute to theory on the use of project management to organise and implement strategic CSR activity. The study also aims to inform the reader on developments in CSR in the UAE and relevant institutional factors, strategic CSR implementation, and the application of project management in the field of CSR and sustainability.

The thesis explores the strategic implementation and project management of CSR and therefore attends to areas of theory and practice in the subject disciplines that appear to be adequate and inadequate for the achievement of their articulated purposes. The focus of the researcher is on exploration of CSR activity in the UAE, specifically strategic implementation and project management of CSR in the UAE, which would contribute to knowledge on current theories on CSR in the UAE and the project management of CSR.

To begin learning more about CSR in the region and how it could be project managed and developed, several bodies of literature have been reviewed. These include theories in the field of CSR, organisations, project management and neo-institutionalism. The CSR literature explains how CSR is believed to be perceived in the UAE and MENA region as mainly philanthropic. The constantly developing nature of CSR and its evolution towards sustainable development has led the researcher to investigate the current nature of CSR in the UAE and to discover that a more developed and strategic nature of CSR does exist based on the organisations examined. The majority of organisations studied seem to strive towards socio-economic and sustainable CSR practices. The literature reviewed in the area of organisations and project management is valuable for understanding the phases and structures that can be applied to CSR for more strategic and effective implementation. The literature is informative on the ways CSR can be implemented through organisations using a “projectised” approach. The empirical research for this thesis investigates developments in the way CSR is managed in the UAE, and more specifically how strategic CSR is managed through projects and programmes. Lastly, the neo-intuitionist theory has been examined to identify internal and external factors that influence ways that organisations practice CSR.

As the study is of an exploratory nature, qualitative research methods have been chosen. This allows for learning more about the different ideas and perceptions about CSR in the UAE, based on close proximity with research participants. In particular, the grounded theory approach as an interpretive method of research was adopted in the data collection and data analysis. The data was collected from 29 interviews and a participant case study involving, a programme of seven projects consisting of 80 project members. The data were analysed into open codes, selective codes and theoretical categories, and themes. The qualitative approach facilitated theory generation and the development of a new theoretical framework on the project management of CSR in the UAE.



2. Literature Review

Introduction to chapter

The intended study aims for an understanding of CSR and the project management of CSR activity in organisations based in the UAE. The study, focused on CSR and how it is understood and managed in the UAE in relation to project management and the management of organisations.

CSR is acknowledged by many organisations in the world today (Jamali and Mirshak: 2007, Papasolomou-Doukadis et al.: 2005, Juholin: 2004, Lindgreen et al.:2009, Sahlin-Andersson: 2006). From major organisations to small businesses CSR is a concept that many consider and engage in, hence it is an area of relevance worldwide that is worth examining in the context of the UAE. The chapter reviews literature highlighting the importance of CSR, CSR in the UAE and the application of project management to CSR activity to develop a comprehensive theoretical framework incorporating the areas of CSR and project management.

2.1 The Importance of Project Management in CSR

CSR is dynamic and can be managed differently in projects and programmes, it is therefore worth looking into how project management may be useful for achieving CSR goals. Project management involves successfully implementing a project through managing tools, knowledge and skills (Shehnar and Wideman, 2002). To illustrate the role PM (project management) would play in CSR management, Salazar et al. (2012, p. 175) recommend, “*CSR activities need to be managed and measured as projects and aggregated to the business or corporate level using a*

project portfolio". We can see that the idea of managing CSR projects is actually present in the CSR literature and so the connection between CSR and PM has been thought about for some years. In this case as we are looking at CSR from both the project and programme levels, project management could present a means of more productively managing CSR activities and operations within a firm. Interestingly, this association has been made as far as 1966, where Burke and Logsdon (1996) study and mention CSR in the form of programmes.

In addition, the connection between PM and CSR is again highlighted by Schieg (2009, p. 315), the author recognises the use of CSR in PM stating "*the special benefit of CSR in projects is to set-up values such as integrity, credibility and reputation. For successful implementation of CSR activities, it is essential to align the commitment of the project organisation to the own business operations and own goals.*" Not only can project management be used to run CSR activities but the inclusion of CSR in projects can also promote values and even brand image.

In projects, CSR has the potential to reduce operational risks and save costs (Weber, 2008). Operational risks and costs are two of the most common difficulties faced in projects and so there could be additional sources as value in CSR for project-based organisations. Other benefits of CSR in projects are the ability of CSR to promote values, motivate employees and help retain them (Weber, 2008). These features of CSR are salient for any organisation but maybe even more so to project-based organisations where reduction in costs and risks are very significant considerations.

From the literature we can see that a relationship between CSR and PM may lead to benefits such as less operational costs for projects and a higher awareness of issues of CSR. Schieg (2009, p. 315), identifies issues in projects that CSR can positively contribute to “The special benefit of CSR in projects is to set-up values such as integrity, credibility and reputation..”. Whereas, Gardiner (2005, p. 4) finds that “In a cost-conscious society, projects are seen as a means of increasing control over scarce resources. Many companies are adopting a “management by projects” approach to conducting business as a way of shortening product development times, lowering costs, and increasing quality, reliability and profit margins”; identifying some benefits of adopting a project management approach. Reflecting back on the CSR literature, the use of CSR in projects can also shed light on the nature of CSR that can be strategic when it is employed deliberately by organisations to reduce costs and motivate employees.

In relation to context, the UAE, Abu-Dhabi and Dubai in particular, provide prime sites for conducting research on understanding CSR in the UAE as well as for examining CSR initiatives, projects and programs. The country is a dynamic trading nation with substantial oil and gas reserves similar to other GCC countries and so a study based on the UAE will probably be relevant to countries with political, religious and cultural resemblances. The UAE is a rapidly developing country where many business operations and activities being CSR or not, are treated as projects. The high use of projects in the UAE provides a great opportunity for understanding CSR in the form of projects and even programmes. Moreover, with numerous local and international organisations running their businesses in the UAE; this could lead to more insights into how local and international organisations regard CSR differently and whether there are any differences in the management and organisation of their CSR projects and programmes.

2.2 Project Management for CSR

Van Heel and Muir (2006) stress that CSR and sustainability initiatives need to be managed to be successful. They state (p. 45) that: “*Sustainability initiatives fail to deliver the direct and indirect business benefits that good sustainability management promises.*” They claim that the consequences of ill managed CSR result in “Corporate sustainability initiatives have little positive impact on the social, environmental and economic concerns they are set up to address.” Hence, CSR needs to be managed and projectised to achieve the benefits and purpose of CSR. Jonker and de Witte (2006, p. 5) believe that “CSR needs to become an organised part of the business and linked to the value proposition; that is the real challenge lying ahead”.

As CSR is dynamic and is managed differently in projects and programmes, Jonker and de Witte (2006, p. 6) explore several models and have found from their cases that “companies develop customised approaches for CSR.” It is worth looking into how project management can be useful for CSR through projects and programmes. For example, in cases where CSR is less integrated within an organisation, it may be treated as a short-term project, with a fixed date and objectives. However, in cases where CSR maybe integrated within an organisational structure and is more of a mainstream and regular activity, it may be implemented under programmes where initiatives and projects are run simultaneously for the long term. In this case, it is expected that CSR will be regarded as a beneficial long-term business strategy whereas with short-term projects it is expected that CSR maybe regarded as a temporary endeavour that maybe caused by external pressures. Project management involves successfully implementing a project through managing tools, knowledge and skills (Shehnar and Wideman, 2002). To illustrate the role PM (project

management) would play in CSR management, Salazar et al. (2012, p. 175) recommend, “CSR activities need to be managed and measured as projects and aggregated to the business or corporate level using a project portfolio”. We have noted that the idea of managing CSR projects is present in the CSR literature and project management presents various alternatives and methods of managing CSR activities and operations within a firm.

Projects and project management have become more common in the business literature and in management practice. Some organisations are often labelled as “project-based”, implying that organisational goals and strategies are implemented through the project form. Gardiner (2005, p. 9) states, “In the case of project-driven organisations, projects originate from customer requests, orders for work or invitations to tender.” This illustrates that projects are derived from needs and can exist in many contexts. Furthermore, Gardiner (2005, p. 4) finds that “In a cost-conscious society, projects are seen as a means of increasing control over scarce resources. Many companies are adopting a “management by projects” approach to conducting business as a way of shortening product development times, lowering costs, and increasing quality, reliability and profit margins”. Project management is also recognised as a profession and area of study in the business world today, Gardiner (2005, p. 13) claims that “As a discipline and a profession, project management has matured over the past 50 years and is now represented by several associations and institutes.” Anantatmula (2010, p. 13) believes “It is obvious that global spending on projects is in the order of many billions of dollars annually;”

Projects are described as “...a means to achieve an organisation’s strategic goals” (Anantatmula, 2010, p. 13). On the other hand, the Project Management Institute (2013) describes a project as

“a temporary group activity designed to produce a unique product, service or result.” Definitions of the term project vary yet most imply that a project is designed and implemented to achieve organisational objectives and tasks. It seems that more work tasks are being considered as potential projects, and Gardiner (2005, p. 2) proposes that projects are “temporary, unique and require progressive elaboration.” Likewise, Anantatmula (2010, p. 14) claims “Projects are usually unique and are often associated with unknowns, complexity, and uncertainty.” This suggests that projects are time bound and not designed to be infinite, they are unique in the sense that every project will have its own set of goals, time frame, purpose and features. Progressive elaboration suggests that projects are meant to progress over time, with their work execution becoming successfully more efficient and effective. Thus, it can be said that projects represent unique, temporary tasks that if completed successfully, lead to the realisation of organisational goals and strategy.

Regarding the management of projects, the term project management is often used. Project management is described by Shenhar and Wideman (2003) as the management of knowledge, tools and skills to finalise a project with success. Similarly, Turner et al. (2009, p. 283) state that “Project management is a well-established discipline that defines in detail the tools and techniques required to define, plan and implement projects.” A range of key terms commonly appearing in the management literature arise in definitions of project management Gardiner (2005) argues that the important words derived from project management (PM) definitions are “management” and “successfully”. This is an interesting way of subdividing the purpose of project management. Gardiner (2005, p. 5) suggests that management concerns planning, motivating, monitoring and controlling within projects, whereas success in projects relates to

realising the time, cost, performance and quality objectives of the project. The project management institute (PMI, 2013) adds to this collection of project management activities by also recognising closing as another key management concern. Gardiner (2005) also emphasises the processes and people involved, “project management is about managing a process and the people who participate in it.” Hence, project management is more about managing activities that will lead to the end-result rather than the end-result itself.

Key areas of project management have been identified by the Project Management Institute (PMI, 2014) that include: “Integration”, Cost, Human resources, Stakeholder management, Scope, Quality, Time, Communications, Procurement, and Risk management”. Schieg (2009, p. 317) also identifies similar areas such as “Employees, Technological progress, Social values, Competitors, Suppliers and contractors, Politics and lobbies, and Customers.” The author believes that these areas are important in project management and can run smoother with the use and application of CSR. Schieg (2009) demonstrates the presence and purpose of CSR in projects and project management. He advocates that CSR is now integral to project organisations, many objectives and project milestones are related to CSR elements making the CSR concept worth considering and even including in the management of projects. In addition, the connection between PM and CSR is again highlighted by Schieg (2009, p. 315), where the author recognises the role significance of CSR in PM stating: “The special benefit of CSR in projects is to set-up values such as integrity, credibility and reputation. For successful implementation of CSR activities, it is essential to align the commitment of the project organisation to the own business operations and own goals.” Not only can PM be used to run

CSR activities but the inclusion of CSR in projects can also promote values and even brand image.

Figure 3 below, is the CSR model proposed by Schieg (2009, p. 317), which illustrates the areas in a project management environment.

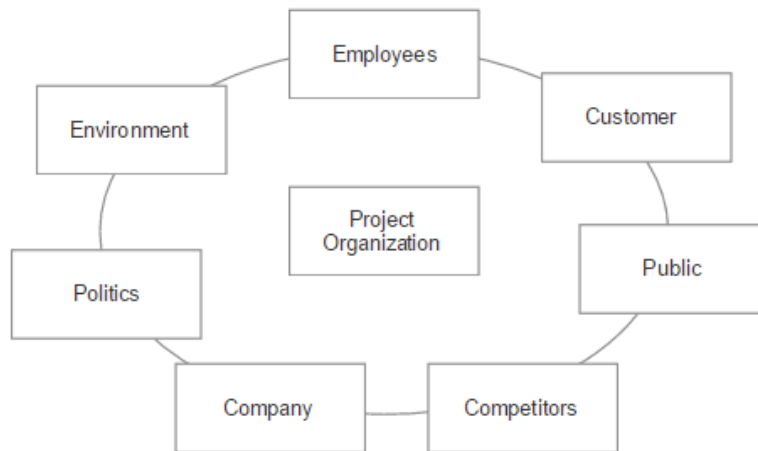


Figure 3. Systems in the Environment of the Project Organisation (Adapted from Schieg, 2009)

According to the author, the project organisation environment is associated with different areas, which include the employees, customers, the public, competitors, company, politics and the environment. To elaborate on this model, we can look at it from a project manager's view; it seems that these areas represent project stakeholder's whose expectations and relationships should be carefully considered and managed in order for the project to reach its goals and be a success. This is where CSR can assist project management; these stakeholders all have project concerns that project management needs to deal with which are CSR-related. To illustrate, we can start by looking at the environment area, the environment has long been associated as an area of concern when it comes to a variety of projects. Projects can directly or indirectly affect the

environment, for example, a construction project may require land clearing which would result in cutting down trees and vegetation, causing deforestation and damage to the environment.

Indirectly, the project may be producing extremely loud noise which may be harmful to people and nature in nearby areas. The environment in the sense of “nature” needs to be considered but also the environment in the sense of the surroundings and the social community in which the project is carried out (Labuschagne & Brent, 2005; Labuschagne, Brent & Classen; 2005).

To further illustrate, we can look at the case of the BP oil spill which is described as one of the most high-profile CSR/PR disasters of recent times. The spill was caused on April 20th of 2010 by a leaking BP pipe in the Gulf of Mexico; it resulted in the death of 11 people, over 80 billion US dollars of expenditure relating to the loss of local business and long-term damage to ocean life and the environment.

The Smithsonian’s Ocean Portal (2014) claims, “By the time the well was capped on July 15, 2010 (87 days later), an estimated 4.9 million barrels of oil had leaked into the Gulf.” Other than the immediate results and side effects of this disaster, four years later and BP is still under investigation. According to an article by The Guardian (2014), “A federal board investigation into the 2010 BP oil spill concludes that a last-ditch safety device on the underwater well had multiple failures, wasn't tested properly and still poses a risk for many rigs drilling today... Various investigations have found that the cause of the initial explosion involved multiple screw-ups with cement, drilling mud, fluid pressure, botched tests, management problems and poor decisions. The blowout preventer sealed the well temporarily, but then it failed and that caused the massive spill, the new 166-page report found”. This oil spill has caused

BP reputation, financial, social, legal, political and environmental losses. The article reveals that management issues were one of the causes linked to the leak, emphasising the need for CSR implementation in project management.

Generally, accidents do occur and all projects contain some degree of risk; however, the BP case demonstrates that the damage caused is often so devastating that it seems reprehensible. Projects will have mishaps and the risks need to be managed more thoroughly, through including the application of CSR principles and practices. It is worth reflecting on if there had been a stronger presence of CSR during the underwater pipe project, would the safety-features have been overlooked? Reports have revealed that the damage caused ultimately can be attributed to the management of the project and perhaps with the application of CSR to project processes it would not have been so ill-managed.

Examining another of Schieg's (2009) project management areas, "employees" are vital resources in projects. Projects usually have a project team and can be highly labour intensive. For example, construction projects need to be socially responsible towards employees and provide them with a safe environment to work in. Safe equipment, appropriate hours and safety gear all need to be considered to avoid accidents which can ultimately cause organisational reputation problems in the media and damage trust relationships with current and prospective employees. Organisations such as Nike, have received a lot of pressure from the media and the public regarding the poor management of their labour workforce in developing countries. The issue, which is core to CSR, damaged their clothing manufacturing operations resulting in financial losses through boycotts and customer attrition.

The application of CSR might motivate project managers to consider multiple aspects of a project responsibly. Project managers tend mainly to focus on project pressures in the form of deadlines, costs and technicalities, and so other issues might be overlooked. Features of CSR are highly valuable to any organisation but may be even more so to project based organisations where reduction in costs and risks are very significant. From the literature, we can see that a relationship between CSR and PM can lead to benefits such as less operational costs for projects and higher awareness of CSR. Reflecting back on the CSR literature, the use of CSR in projects can also be strategic when it is employed to motivate employees.

Schieg (2009) discovers the roles people have in project management, emphasising social aspects and not just technical aspects. He describes the project organisation as “a temporary organisation completing project-related tasks. Normally, it will be staffed with people involved in the project who come from different permanent organisations and perform services for the project, or influence the project.” (2009, p. 317). The people involved in projects can be sourced from different organisations and expected to work together which may be problematic; “The less the members of the group know each other, the more trust-building and developing activities are required to make the group highly functional.” In a similar case, Al-Khouri (2012) examines how IT projects often fail because of the focus on technological issues and the lack of focus on organisational issues related to management and people. The author identified in his article, that in reality IT projects often have failed due to inadequate people management. He has identified various “project pitfalls” relating to management and people in the model shown below (Figure 4).

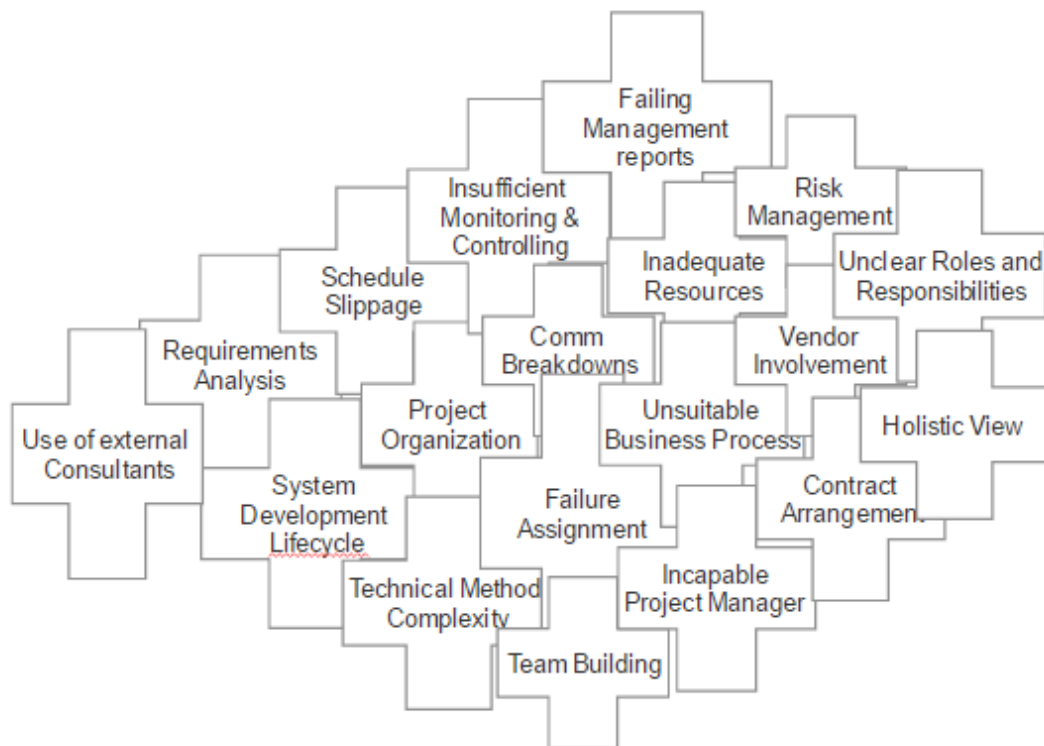


Figure 4. Project Pitfalls Overview (Adapted from Al-Khour, 2012)

The “project pitfalls” such as “communication breakdowns” “team building” and “use of external consultants” presented by Al-Khour (2012) relate to areas identified such as communications, human resources and procurement. The author identifies these as problematic; yet, they are issues that CSR often addresses. Overlooking these issues may cause damage and delay in projects, hence the CSR perspective is a way of ensuring that social aspects are taken care of as well as the technical concerns to help keep with the project on track.

Likewise, Schieg (2009) recognises this as an area of project management with where CSR can make a positive contribution. In terms of the magnitude and scale of project management, it is

worth noting that not only are many organisations now project-based, but some countries are even known for their exceptional use of projects, and, as was mentioned before the United Arab Emirates is a country in which many organisational operations and tasks are carried out through projects.



Figure 5. Project Management Areas with parallel CSR Elements. (Author's own origination)

It seems then that CSR can contribute to improving the management of projects as it deals with both external and internal issues that often can be compromised when projects are executed. The diagram above (Figure 5) illustrates possible corresponding relationships between CSR elements and major areas of project management.

The diagram shows how the PM areas could be viewed from a CSR perspective and what areas of CSR match or might be aligned to areas of project management. From the viewpoint of quality management, the quality of projects can be affected through supply chains, unreliable or unethical sourcing of materials and products used which can cause problems such as technical difficulties and legal issues. In contrast, use of green supplies can result in cost-savings (Rao and Holt, 2005) and this is valuable and attractive for project managers. By applying CSR through developing a greener supply chain, the project quality is enhanced by reducing costs and eliminating risks associated with unethical or illegal sourcing.

It appears that there are multiple associations, connections and potential synergies between CSR and project management as both areas deal with similar theories and responsibilities. There is a place for CSR in particular areas of project management, and project managing CSR activity and initiatives can result in tangible CSR activities and outcomes in institutions. Wood (1991, p. 709) comments: “Those who adopt corporate social programs seek to meet particular needs or ends through the investment of resources in some course of action seen by the company as socially desirable.” Programmes and projects are referred to as outcomes of CSR engagement and may vary, in level and duration of adaptation of the CSR in the organisation, as Wood explains: “Such programs may be one-shot ventures (e.g., the Coca Cola Company's sponsorship of the Hands- Across-America fund-raiser), longer term but still time-specific projects such as a cause-related marketing campaign, or institutionalized features of corporate structure and culture (e.g., youth apprenticeship programs in German companies).” By managing CSR in projects or programmes, it can be planned, resources allocated, implemented and monitored. CSR could

have more continuity of purpose in organisations whenever it is institutionalised in projects and programmes.

To explore these connections between CSR and project management further, cases of the particular project management areas should be examined in conjunction with the relevant CSR elements. For instance, the stakeholder management of a project can be examined for CSR applications, issues with managing stakeholders such as the employees, public community and the environment can be analysed through a CSR lens, to understand more fully how CSR can contribute to project processes and their management. Overall the scale and extent of projects in the UAE and around the world makes this relationship worth exploring. The possibility that project management can aid in the successful implementation and monitoring of CSR, as well as the possibility of CSR's contribution in monitoring and controlling social management issues in projects, means that the application of project management to CSR and vice versa may be constructive and valuable.

2.3 Theoretical Framework

To understand CSR projects in the UAE, three key concepts have been identified to form the theoretical framework of the study. Firstly, the concept of CSR and its literature is discussed and examined. The work of the well-established CSR theorist, Carroll (1991) is used to help unravel and understand the concept of CSR. Secondly, organisational theory is drawn upon and examined in relation to developments in CSR. The work of Mirvis and Googins (2006) and Matten and Moon (2008) is examined and used to help show how CSR is developing in organisations and how it is managed. Also, the neo-institutionalism approach is employed and examined to take into account the dynamic nature of CSR. This particular theory is especially important as it will help us identify and comprehend the factors of both continuity and change that may affect CSR and its management in organisations.

CSR in theory

CSR seems to have existed for some time throughout history with some definitions traced back to the 1950's. Al-Reyaysa (2012) states that "It appears that it became a prominent theme in the 1950's, and has been a growing subject ever since. Carroll (1999, p. 268) describes the 1950's as the "the modern era of CSR". Definitions regarding the term have increased throughout the 1960's and 1970's but other themes began to arise during the 1980's."

The nature of CSR itself seems to have developed over the years to reach various forms and emphases in different regions. Al-Reyaysa (2012, p. 16) indicates that O'Riordan and Fairbrass (2008, p. 745) also comment on the growing dominance of CSR by stating that, due to the "critical attention" from the media and governmental sectors on businesses , "there has been

mounting pressure on businesses to respond to the challenge of corporate (social) responsibility (CSR).” Although it seems to be like there is no one defined meaning to CSR, it is clear to see that CSR is becoming an increasingly dominant and significant issue being undertaken by many corporations and businesses today.”

One of the most fundamental theorists in the area of CSR, Bowen, studied CSR at a time when it was first becoming more recognised as a distinct term. Bowen (1953, p. 6) defines CSR as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. This is one of the early business- related definitions of CSR and noticeable differences can be seen in more recent definitions. Jones (1980, p. 59-60) states, “Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.” On the other hand, Gil Estallo et al. (2007, p. 381) define CSR as “...the assumption of rights and obligations due to the economic, political, and social activity performed by organisations.” While, Schieg (2009, p. 316) defines CSR as “voluntary contribution of the economy towards sustainable development beyond statutory requirements.”

Over the decades, the definition has evolved but the focus of CSR has remained on business and society, regardless of the date many definitions seek to build a bridge between these two elements. This is important as businesses are ultimately intended for generating profits but still cannot exist without society. Hence, to truly understand CSR and how organisations can serve society, it is important to take into account the organisational perspective.

There are a number of prominent authors in the area of CSR that are worth mentioning. Carroll's (1991) work on CSR and the CSR pyramid (Figure 6) is one of the most well-known CSR models in this large literature. The pyramid shows the various responsibilities associated with CSR ranging from economic to philanthropic. The responsibilities addressed by Carroll (1991) are approached as social issues, however, more recently Mary Jo Hatch (2006, p. 318) has observed that "While at first companies interpreted these concerns as social issues rather than organisational ones, efforts to broaden CSR...have caused some organisations to start down the path of learning to address CSR." This is significant as it is consistent with the aim of this study, which is to understand how CSR is perceived by people working in CSR programmes and private sector organisations; do they recognise issues as their own and address CSR unknowingly within their operations or are issues treated separately under the title of CSR?



Figure 6. Carroll's CSR Pyramid (Adapted from Carroll, 1991)

2.4 CSR in an Organisational Context

From the literature on CSR, Stephenson (2009, p. 256) states; “The willingness of the organisation’s leadership to include CSR at all levels of operation facilitates the establishment of a culture in which CSR focus provides the organisation with a competitive advantage”. It is interesting to see that although organisational factors are not explicitly mentioned here as influencing CSR, they are very much associated with how CSR is practiced in organisations. Moreover, Virakul et al. (2009, p. 1991), suggest that “...companies being successful in managing CSR activities could have their CSR values embedded into their work philosophy and culture by the founder and since the beginning of the organisations.” These authors are illustrative of the common viewpoint that leadership and culture will often be associated with the extent of CSR engagement in organisations. Al-Reyaysa (2012, p. 19) emphasises that research by Juholin (2004) illustrates “the prospect of long-term financial gain, the role of management and rival companies as the main factors driving CSR adoption in firms. We can see that not only do financial gains from CSR exist, but that they are also a major driver to the adoption of CSR activities in firms.”

Mirvis and Googins (2006) also have examined CSR in relation to organisations and corporate citizenship and present a model where five CSR levels/stages are measured up against seven organisational dimensions (Figure 7). These include: citizenship concept, strategic intent, leadership, structure, issues management, stakeholder relationships and transparency. The authors represent CSR engagement as varying across five levels, and the organisational dimensions mentioned advance across each stage. The 1st dimension; citizen concept, indicates

how an organisation perceives its role in society. The 2nd dimension involves strategic intent and looks at the reasons behind the organisation's engagement in CSR; what they want to achieve from CSR activities. The 3rd dimension involves leadership and considers how much leadership advocates for CSR and how it is perceived.

The authors assert that (p. 4) "top level leadership appears on every industry and executive survey as the top factor for driving citizenship within a corporation." This statement emphasises the extent leadership can play in driving CSR. The 4th dimension addresses structure, and how CSR is managed and perhaps integrated in organisations. The 5th dimension involves management and looks at how CSR issues are managed, for example, through programmes, projects and policies. The 6th dimension deals with stakeholders, their level of "social activism" and relationships. The final dimension concerns transparency and how open an organisation is in communicating performance. Below is the model developed by Mirvis and Googins (2006) depicting how these dimensions differ at each CSR stage.

Stages of Corporate Citizenship						
		Stage 1: Elementary	Stage 2: Engaged	Stage 3: Innovative	Stage 4: Integrated	Stage 5: Transforming
	Citizenship Concept	Jobs, Profits & Taxes	Philanthropy, Environmental Protection	Stakeholder Management	Sustainability or Triple Bottom Line	Change the Game
	Strategic Intent	Legal Compliance	License to Operate	Business Case	Value Proposition	Market Creation or Social Change
	Leadership	Lip Service, Out of Touch	Supporter, In the Loop	Steward, On Top of it	Champion, In Front of It	Visionary, Ahead of the Pack
	Structure	Marginal, Staff driven	Functional Ownership	Cross-Functional Coordination	Organizational Alignment	Mainstream, Business Driven
	Issues Management	Defensive	Reactive, Policies	Responsiveness, Pro-programs	Systems	Defining
	Stakeholder Relationships	Unilateral	Interactive	Mutual Partnership Influence	Alliance	Multi-Organization
	Transparency	Flank Protection	Public Relations	Public Reporting	Assurance	Full Disclosure

Figure 7. Stages of Corporate Citizenship (Adapted from Mirvis and Googins, 2006)

It can be seen how as the stages advance, the level of organisational dimensions also develop. For example, strategic intent at the elementary CSR stage results only in compliance. Here the organisation does not go the extra mile but adheres to rules and regulations. Whereas, as CSR develops to its 3rd or 4th stage, the strategic intent is very different. At these stages, CSR is strategically deployed for business profits and maximised value. Quaizi and O'Brien (2000, p. 35) state that "Others may however, look at the long-term outcome of social action in terms of strategic advantage by way of cost savings and differentiation." Thus, depending on the features of the firm and the way it is lead, CSR is used for achieving different purposes and results.

Furthermore, Burke & Logsdon (1996) also believe in the importance of strategy for CSR, they state (1996, p. 495) “A strategic reorientation of the firm’s CSR philosophy can supports its financial interest as well as other stakeholders’ interests in the firm...thus serving stakeholder and societal interests more fully.” They claim CSR is strategic when “...it yields substantial business-related benefits to the firm, in particular by supporting core business activities and thus contributing to the firm’s effectiveness in accomplishing its mission” (1996, p. 496). Below is a model illustrating the links between strategy and CSR (Figure 8).

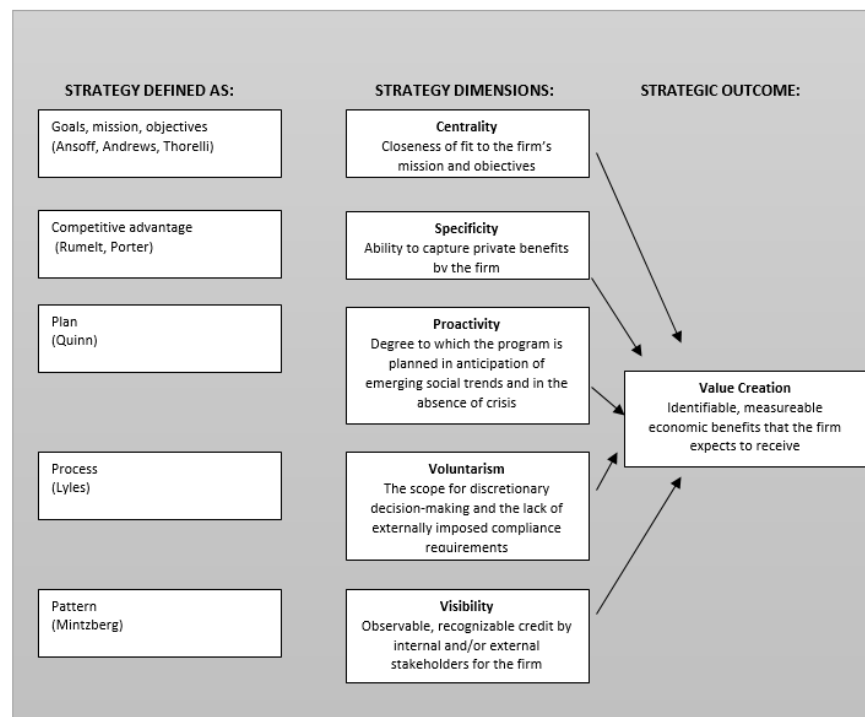


Figure 8. How Strategy is linked to Corporate Social Responsibility (Adapted from Burke & Logsdon, 1966)

The model shows how linking strategy to CSR can result in value creation for the firm and also serve society. The authors also include a model displaying a number of financial and non-financial benefits relating to nature of CSR and strategy (below).

CSR BEHAVIOUR	STRATEGIC DIMENSION						STRATEGIC OUTCOME
		Centrality	Specificity	Proactivity	Voluntarism	Visibility	Value created
	Philanthropic contributions (S, product, time)	Computer donations to schools by computer mfrs. Engineering research fellowships	Accustom new users to firm's products vs. competitors'		Community Support		Customer loyalty Future purchasers
	Employee benefits (direct or indirect)		Health/wellness Day care Flex-time	New or uncommon benefits Higher employee loyalty	Employee loyalty and morale	Internal: Employee loyalty and morale	Productivity gains
	Environment management (health, safety, pollution)	New products e.g. "green" Process innovation esp. re pollution	Patent or innovation edge in product or process development	Learning curve advantages	Positive relations with regulators	Public relations and/or marketing advantage	New products or markets
	Political activity (PAC, lobby or information, independent or industry)	Favourable change in economic or social regulations	New business opportunities if pre-positioned to take advantage of new rules	Pre-positioning for changes in regulations			New product on new markets Edge in meeting emergency needs
	Product or service related characteristics, innovation or processes		Patent or innovation edge first-to-market brand loyalty	Environmental scanning to create edge in design or product ideas		First-to-market or leadership benefits	

Figure 9. Example of Strategic Benefits from Socially Responsible Behaviour (Adapted from Burke and Logsdon, 1996)

This model is significant to this study as it illustrates the different strategic outcomes that are derived from employing different CSR behaviours. It also emphasises the need for strategy to drive CSR in a direction that serves both the organisation and society.

Considering continuity and change in CSR

The literature implies that CSR is a dynamic concept, constantly changing over time in meaning and form. Blowfield and Murray (2008, p. 126) study change management in the context of CSR; the authors believe that “Managing corporate responsibility in companies is often described as a form of change management”. As companies differ in nature, the purpose and stage of CSR most suitable for the company varies. The authors add; “The purpose and intended results differ according to the level of corporate responsibility at which the company finds itself.” Therefore, the concept of CSR has evolved to “sustainability” and “innovation” and will probably keep developing, as the concept is included in more programmes and projects. The increasing importance of CSR seems to be driving its development from primary activities to more complex projects and programmes. Blowfield and Murray (2008, p. 143) also state “Corporate responsibility is often presented as an evolutionary journey” during which companies progress from of corporate responsibility to increasingly more advanced forms. To study the dynamic and continuous dimensions of CSR, the neo-institutionalist approach will be examined.

Neo-institutionalism involves analysis of the social environment’s influence on organisations (Di Maggio and Powell, 1983). These influences are also examined by Blowfield and Murray (2008), who discover globalisation and exposure to environmental problems as influences on the way CSR has developed. Tempel and Walgenbach (2007, p. 7) summarise neo-institutionalism as involving the study of “Global diffusion of concepts through Isomorphism”. DiMaggio and Powell (1983) analysed isomorphism of organisations in three forms. Firstly, “coercive isomorphism” stems from pressure organisations experience from other organisations. Secondly, “mimetic” isomorphism occurs when organisations look to other organisation’s structure and

processes. “Normative” isomorphism originates from professional advancement in modern society. The more developed universities and educational institutions are, the more possibilities exist for their knowledge and debates to be communicated and applied in organisations. In terms of CSR, the neo-institutionalist approach is relevant as CSR is a global and dynamic concept, similar to the idea of “global diffusion” in neo-institutionalist theory.

Examining CSR through the neo-institutionalist approach, Campbell (2006, p. 925) studies how institutional factors influence changes in organisations. The author links the concepts, stating “By using institutional theory to analyse CSR, this article...suggests ways in which the emergence and institutionalisation of a new management practice are driven by a variety of struggles, conflicts, and negotiations involving the subtle and sometimes not so subtle exercise of power.” Thus, neo-institutionalism may provide insight on the organisational and project management of CSR in the UAE, in particular, CSR projects and programmes. This approach acknowledges the global dimension of CSR and helps to examine institutional fields and influential factors at the same time.

Furthermore, Campbell (2006, p. 934) states “that institutional conditions affect the probabilities that corporations will act in socially responsible ways. Corporations are more likely to act in socially responsible ways the more they encounter strong state regulation, collective industrial self-regulation, NGOs and other independent organisations that monitor them, and a normative institutional environment that encourages socially responsible behaviour.” The factors that neo-institutionalism considers seem very relevant to understanding CSR and the way it changes. On the other hand, Shamir (2004, p. 671) argues that change and development in CSR is a response

and not simply a result of institutional and global factors, “However, the field of CSR is not a mere derivative of these pressures. Rather, it is corporate response to such pressures that eventually allows for the emergence of a field.” As this study aims to focus on CSR projects and programmes in the UAE, the institutional perspective is important for following changes and developments in CSR. Raynard et al. (2013, p. 6) further support understanding CSR through the intuitionist approach stating that “Improving our understanding of the factors that shape, constrain, and channel CSR activities is particularly important given today’s highly integrated business environment, which has extended the scope and magnitude of irresponsible corporate behavior.”

To understand the nature and state of CSR in the UAE pressures and influences from institutions need to be acknowledged. Moreover, Schultz and Wehmeier (2010) mention how CSR develops: “By using a strongly organisation centred view, many business and communication scholars regard CSR as a special corporate program that is carried out in order to deal with different stakeholders (Signitzer and Prexel, 2007).” Hence, by attending to organisational and institutional factors, the neo-institutionalism approach can assist our comprehension of the influences on the internal management and development of CSR through projects and programmes.

2. 5 Comparing CSR Models

Carroll's (1991) CSR pyramid (Figure 6) encompasses the multiple levels of responsibility as mentioned. The pyramid is based on basic responsibilities such as economic and legal responsibilities. To apply organisational change theory to this, we can use the idea of compliance; how much an organisation engages in CSR and how it does so. Mirvis and Googins (2006) describe this as "corporate citizenship", they believe that there are different stages of this citizenship, which can be compared to Carroll's (1991) pyramid. The first stage is described as "elementary" and could reflect the economic and legal responsibilities in the CSR pyramid (1991). Here organisations are not engaged very much in CSR but comply with guidelines hence being ethical and responsible by not breaking laws. The second stage in the "engaged" stage where CSR is much more advanced and the organisation is more engaged with the concept. The authors include philanthropy in this stage and so it would reflect the most advanced responsibility form presented in the CSR pyramid (1991), which is the philanthropic responsibility. This is the last stage of Carroll's (1991) pyramid whereas Mirvis and Googins (2006) still present more advanced stages of corporate citizenship. Here it must be noted that the theory presented by Mirvis and Googins (2006) is from a more recent study and so reflects more recent developments in CSR. The more advanced stages of corporate citizenship reflect studies from the CSR field of researchers who examine a more advanced concept of CSR known as strategic CSR.

Porter and Kramer (2002) examine the competitive advantage of CSR, which is similar to the "innovative" 3rd stage of corporate citizenship presented by Mirvis and Googins (2006). This innovative stage considers the "business case" for CSR and is consistent with Porter and

Kramer's (2002) theory that CSR can be developed both to serve social problems and yield economic rewards for organisations. Al-Reyaysa (2012, p. 21) adds "CSR is important as it presents potential advantages to firms, it can be adopted as a marketing strategy, a unique corporate image through differentiation, a promoter to the relationship between a firm and stakeholders as well as a means of enhancing productivity, growth and innovativeness (Quaizi and O'Brien, 2000)."

In this case where CSR is strategic, it serves both society and organisations. The next stage of corporate citizenship is described as "integrated" and can also be compared to the ideas propounded by Porter and Kramer (1999) where strategy includes CSR to create value. In the model presented by Mirvis and Googins (2006) we can see that the strategic intent of CSR here is presented as a value proposition and it is of the same concept of competitive strategy discussed by Porter and Kramer (1999) in CSR theory. They state that "...the ability to create value...requires a real strategy" (1991, p. 125), here strategy is stressed as a way of integrating CSR into the organisation and creating value through it. The CSR literature has often shown that CSR can be viewed as an extra activity and so there is no economic and business integration which does not allow for possible benefits and increased value from CSR (Bhattacharyya, 2008; Porter and Kramer, 1999; Sahlin-Andresson, 2006). The 5th and final stage of corporate citizenship is the "transforming" stage, here the organisation is not only engaged with CSR but transformed by it. It is described as "visionary" and "ahead of the game". It was interesting to explore if any organisations in the UAE could be identified as project managing CSR in a transformational way compatible with this stage.

From a project management perspective, these stages can also be reflected at project and programme CSR levels. CSR projects are expected to be less complex than programmes and less integrated with organisational goals and strategy, for example, annual blood donation drives or recycling projects. From a project level of analysis, CSR seems more separate and the type of activity is less complex. At a programme level of analysis, CSR is much more related to organisational goals and strategy. The nature of CSR activity is more complex and is usually implemented on a larger scale. For example, in organisational transparency programmes, transparency falls under the CSR umbrella but it is a complex set of activities to undertake. The CSR programme level would tend to be more accurately reflected in the later stages of the model developed by Mirvins and Googins (2005) as well as the idea of strategic CSR developed by Porter and Kramer (2002).

Furthermore, Matten and Moon (2008), examine how political, financial, economical, educational and cultural systems shape CSR into either “Implicit” or “Explicit” forms. More research is needed on how the nature of CSR differs across different systems and regions.

Comparing CSR Institutionalisation models

The various figures and structures displayed below have been selected for their representation of the institutionalisation of CSR, which support the potential contribution of neo-institutionalism theory for uncovering and understanding the characteristics and nature of CSR projects in the UAE and the UK.

<i>CSR PRINCIPLES</i>			
<i>Domains</i>	Social Legitimacy (Institutional)	Public Responsibility (Organizational)	Managerial Discretion (Individual)
<i>Economic</i>	Produce goods & services, provide jobs, create wealth for shareholders.	Price goods & services to reflect true production costs by incorporating all externalities.	Produce ecologically sound products, use low-polluting technologies, cut costs with recycling.
<i>Legal</i>	Obey laws and regulations. Don't lobby for or expect privileged positions in public policy.	Work for public policies representing enlightened self-interest.	Take advantage of regulatory requirements to innovate in products or technologies.
<i>Ethical</i>	Follow fundamental ethical principles (e.g. honesty in product labelling)	Provide full and accurate product use information, to enhance user safety beyond legal requirements.	Target product use information to specific markets (e.g., children, foreign speakers) and promote as a product advantage.
<i>Discretionary</i>	Act as a good citizen in all matters beyond law and ethical rules. Return a portion of revenues to the community.	Invest the firm's charitable resources in social problems related to the firm's primary and secondary involvements with society.	Choose charitable investments that actually pay off in social problem solving (i.e. apply an effectiveness criterion)

Figure 10. CSR Policy Outcomes (Adapted from Wood, 1991)

Wood (1991) has discussed the different principles, which make up CSR. In her diagram of corporate social responsibility, she includes specifically the institutional side and social and legitimacy principles of CSR. Wood (1991) categorises these principles from the economic, legal, ethical and discretionary domains. The diagram shows how firms are able to act in these domains from the institutional perspective.

The stages of corporate citizenship advanced by Mirvis and Googins (2006) (refer to p. 38), are essential to this thesis research study. It is intended as a measure from which organisations can be compared and classified. Each stage is drawn up against a list of CSR stages which include strategic intent, leadership, structure, issues management, stakeholder relationships and transparency. As each stage progresses, the sophistication of the CSR dimensions develops. This

model can be used by researchers to examine these dimensions, which were mentioned and discussed in the pilot interviews by the participants.

In terms of CSR and institutionalism, Matten and Moon's (2008) model gives an idea of the level or stage of CSR within different institutions or organisations.

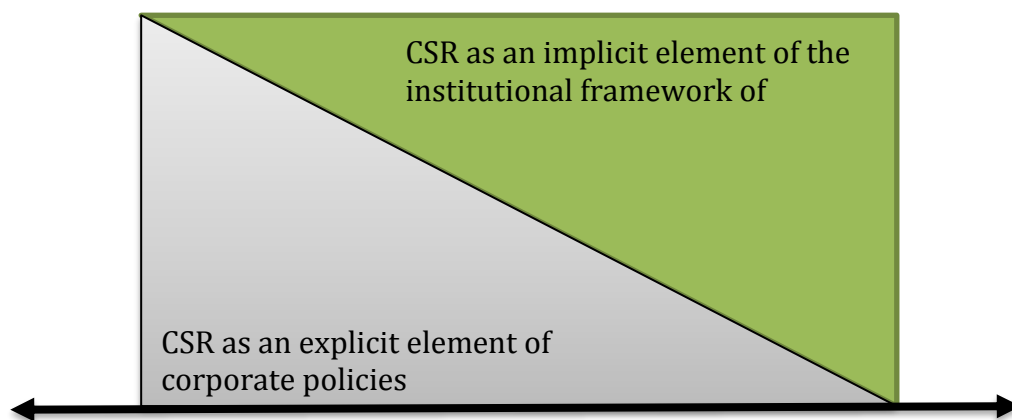


Figure 11. Implicit and Explicit CSR. (Adapted from Matten and Moon, 2008)

The figure above representing Implicit and Explicit CSR has been included as it looks at CSR from an institutional perspective and considers two different types of market that taken together could be representative of many of the institutional factors in the country that this study intends to examine CSR. The figure also helpfully describes what properties national institutions from different markets would encourage. Malik (2011, p. 13) describes this; "Implicit CSR results from the interplay of norms, values and rules whilst explicit CSR is a voluntary result from the strategic decisions taken by organisations."

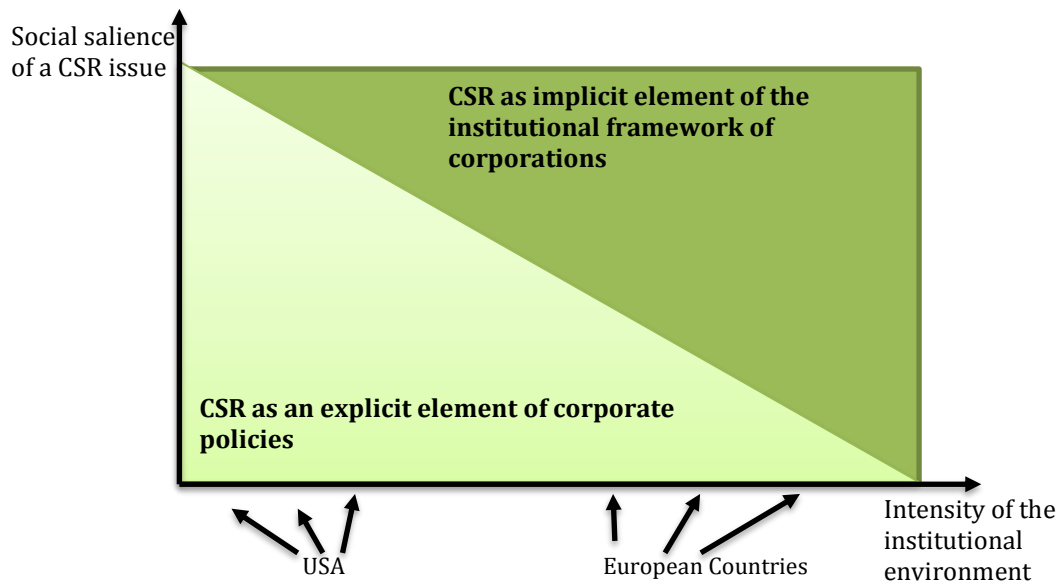


Figure 12. Institutional Intensity of CSR. (Adapted from Matten and Moon, 2008)

The figure above is a development of the previous figure discussed by the same authors (Matten and Moon, 2008). It shows some hypothetical country and CSR-related properties. The intensity of the institutional environment, as the model implies, is higher in European countries than in the USA.

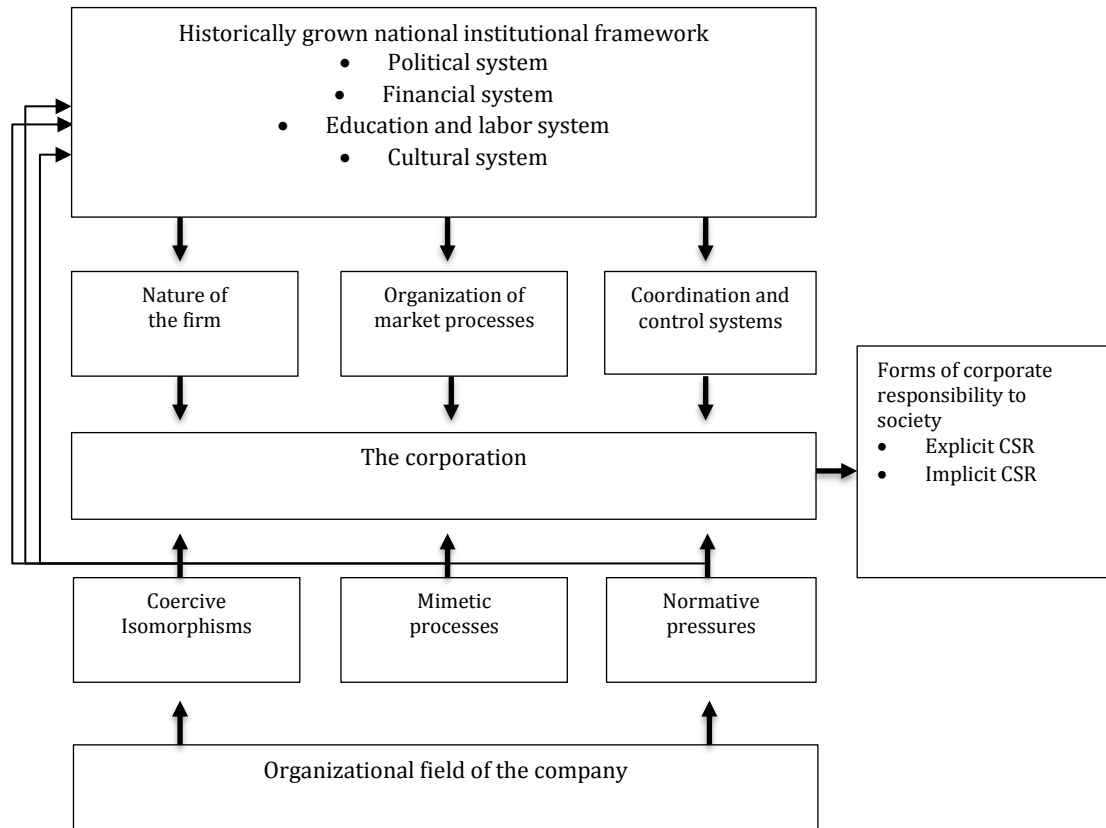


Figure 13. CSR and Institutional Context of the Corporation (Adapted from Matten and Moon, 2008)

In terms of CSR and institutionalisation, this model by Matten and Moon (2008) takes into account the institutional isomorphism that can influence the forms of CSR in organisations. It includes macro-level factors as influences on CSR in organisations, such as the political, financial, educational, labour and cultural systems.

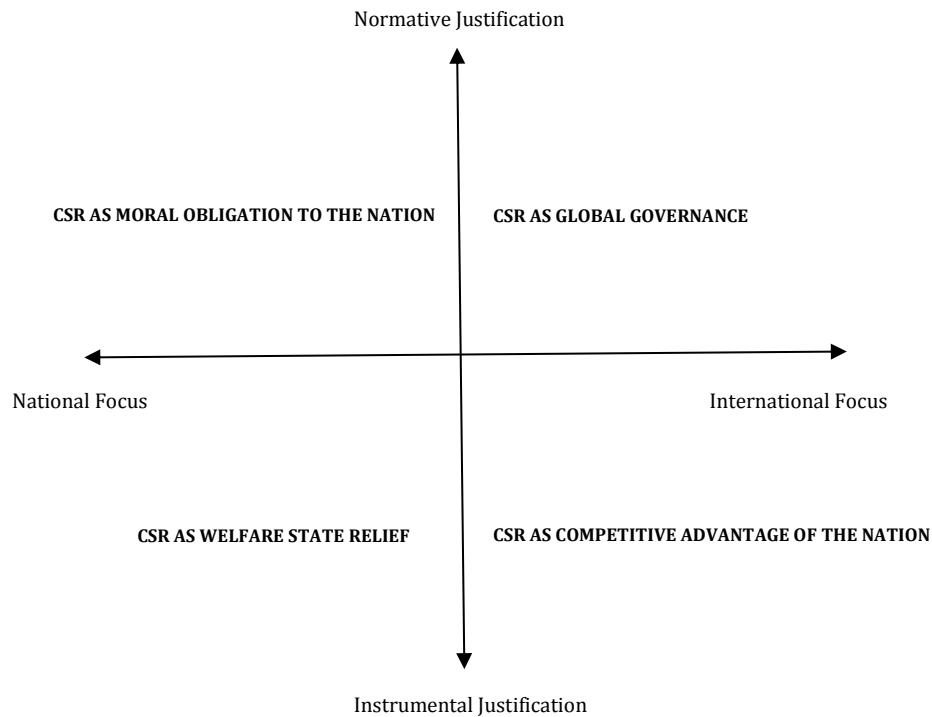


Figure 14. Government Interpretations of CSR (Adapted from Gjørberg, 2010)

The above figure depicts the different organisational interpretations of CSR. It presents the different viewpoints on the functions of CSR, such as CSR as a moral obligation, global governance, welfare state relief or competitive advantage of the nation. The figure illustrates the normative and instrumental rationales to CSR under both national and international focuses. Applying this to our research, these possible interpretations of CSR could be considered when examining CSR cases in the UAE. For example, the instrumental justification of CSR as a competitive advantage of the nation, from an international focus, could be representative of the growing importance of CSR in the UAE and its relevance to keeping up with international business and sustainability standards. Likewise, the instrumental justification of CSR as welfare state relief could be representative of the government perspectives and national focus of the UK.

To illustrate, Blowfield and Murray (2008) examine several cases in the UK's CSR history where CSR was driven out of the need to address social welfare issues; for example, the industrial revolution.

Applying our cases to these focuses and justifications can potentially reveal some information on governmental perspectives on CSR in the UAE which could also lead to implications for the institutional fields. For example, the governmental perspective on CSR from a national focus in the UAE could provide insight on the normative institutional pressures present, whereas an international focus could reveal mimetic institutional pressures related to globalisation. Overall, the figure provides a benchmark, which is important to this study as it looks at national and international cases of CSR. This diagram takes into account both similar as well as different justifications, which can be used to develop governmental perspectives on CSR.

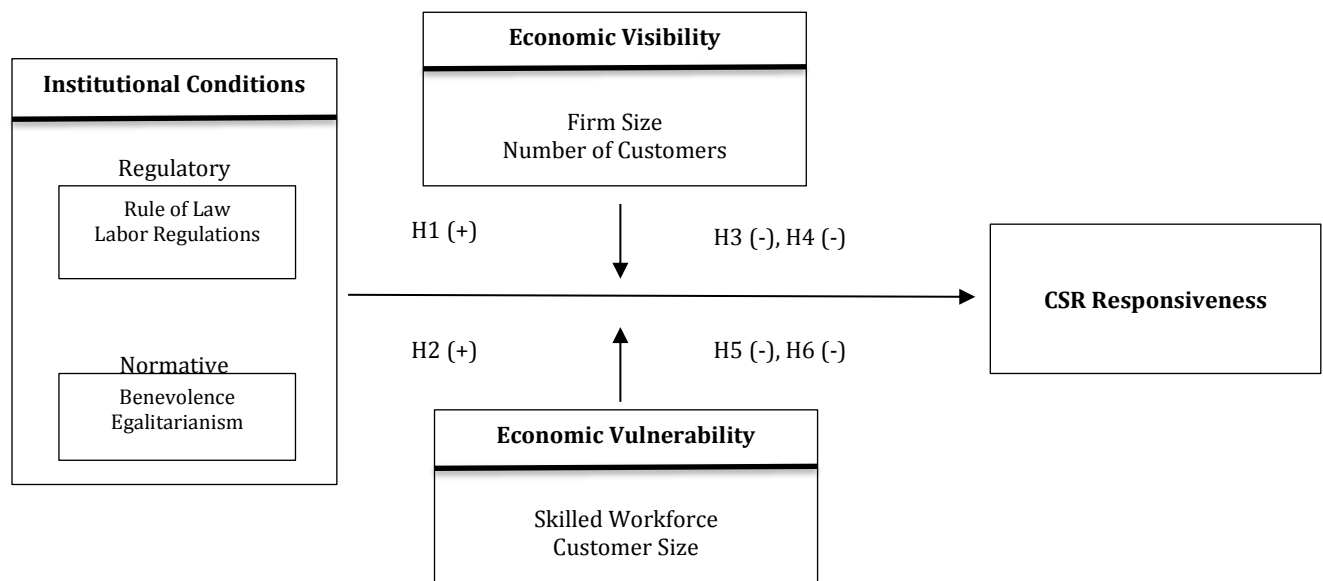


Figure 15. CSR Responsiveness (Adapted from Young & Makhija, 2014)

The figure above from research by Young and Makhija (2014) is relevant to this study as it takes into account institutional and economic factors, which may affect the integration of CSR in organisations. It is assumed that institutional conditions influence the degree of CSR responsiveness in organisations. It is important to develop more knowledge on CSR in countries like the UAE, which are not clearly researched as developed countries, and it is noticeable that CSR in the UAE and the MENA region is under-represented in the academic and practitioner CSR literature. A pilot study conducted has revealed that CSR in the UAE could perhaps be at a similar level to CSR in Western regions or at least not be as underdeveloped a management and organisational concept, as is suggested in literature.

Overall, the institutional perspective pursued in this study will aid understanding of CSR and the application of project management to CSR will aid in highlighting effective processes of implementing and measuring CSR (which are cited as problematic features of CSR in the literature). The global dimension considered in the review of the literature is intended to make the study relevant internationally and regionally, both at individual and organisational levels, and across industries and sectors.

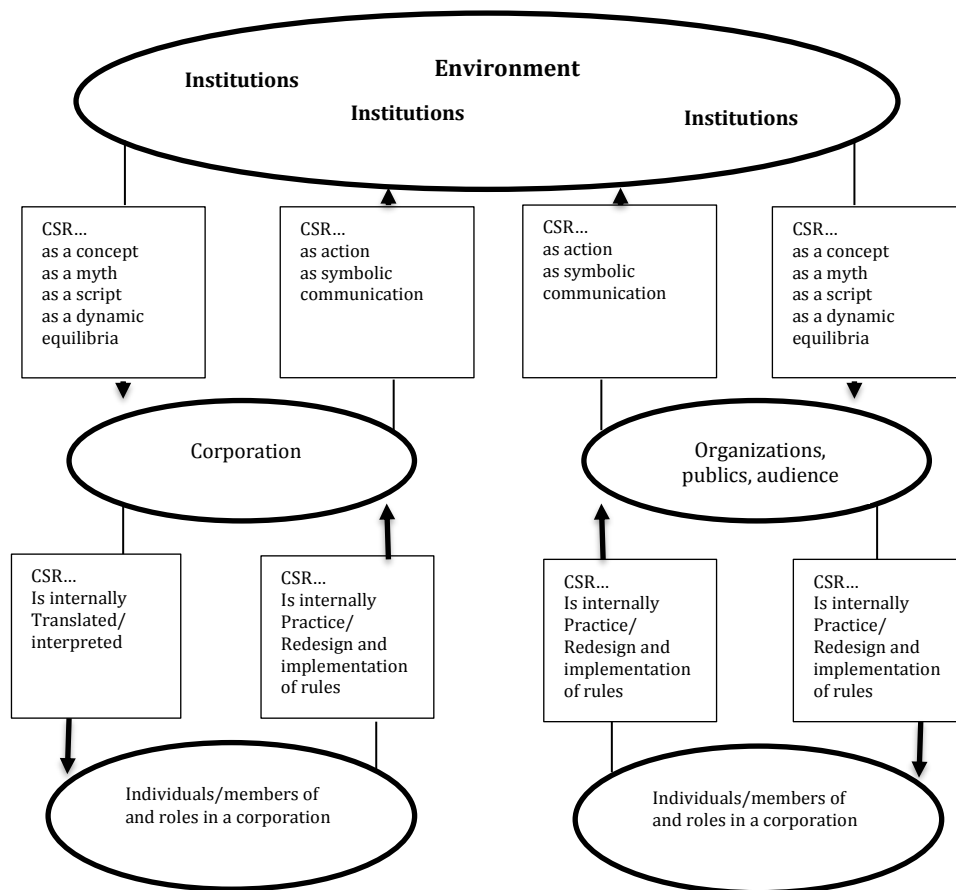


Figure 16. Institutional Sense-making and Communication Perspectives on CSR. (Adapted from Schultz and Wehmeier, 2010)

Similar to Figure 13 mentioned previously, this model is intended to represent the connections between the different concepts examined in the study, providing a rationale for their relationships and show they all contribute to understanding CSR at different levels.

This figure is relevant to this study as it takes into account the dynamic nature of CSR that is acknowledged in the CSR literature and is consistent with this study. The authors believe that “CSR cannot be seen as a fixed script or tool that might be used by corporations in order to produce fixed effects such as legitimacy. Instead, it represents a dynamic continuum of competing meanings” (p. 13). They acknowledge that CSR is utilised differently at the individual, organisational and environmental levels. They classify these as micro, meso and macro levels. “On the macro-level, the institutionalization of CSR can be described as a multilevel process between several actors with an uncertain outcome. It is triggered by different external expectations and conditions as described within institutional theory. On the micro-level, organisational actors translate and interpret the institution internally according to their personal values, organisational roles and constructions of reality.” This concept reflects the aim of this study, which is to explore the understandings of CSR from an institutionalism perspective, the external and internal factors and pressures are taken into account. For example, at the macro level corporations are faced with pressures to adopt CSR and this is highlighted through imitation, which could be representative of mimetic isomorphism. Meanwhile, the expectations dimension could represent coercive isomorphism.

Overall, the diagram encompasses the theories that are examined in this study and represents a framework that includes the institutionalist and organisational perspectives on CSR. It is expected that this framework will be useful for applying and examining findings of this study.

2.6 Conceptual CSR and Organisational Theory Framework

A cross-comparison of CSR theories (Figure 15) with the organisational theory of Mirvis and Googins (2006), illustrates how CSR is shaped by organisational nature, values, culture and leadership amongst other factors. There is substantial continuity over time in several of the major dimensions of CSR models and frameworks. The stages presented by Mirvis and Googins (2006) actually correspond to ideas presented earlier by Carroll (1991), in the sense that the 1st two stages of their model reflect upon the economic and legal bases of Carroll's CSR pyramid (1991). As the pyramid is built up the CSR responsibilities become more complex and this is the case with the stages of corporate citizenship as well, furthermore, as the stages progress, the level of engagement in CSR is higher.

Additionally, it can be seen that the innovative and integrated stages bear some similarities with the strategic CSR theory advanced by Porter and Kramer (2006). These more complex stages involve “organisational alignment” and the “business case” for CSR which are pillars in the theory presented by Porter and Kramer (2006). Focusing on CSR itself, we can see that the earlier and dated theory (Carroll, 1991) relates to the earlier stages of the model whereas the more recent theories (Porter and Kramer, 2006) give more attention to the later stages. The implicit and explicit CSR theory by Matten and Moon (2008) incorporates reflective stages in the model. For example, “implicit” CSR would exist at all levels. It shows a complex and high level

of CSR engagement where CSR seems to be present by default and is not purposely forced into existence by an organisation; therefore incorporating CSR practice at a new level of self-awareness and sophistication.

The project management dimension is also included in the framework, showing how project and programme levels of CSR activity are also reflective of expected varying levels of CSR engagement and complexity, as shown in the theoretical models discussed. The project level is expected to reflect less CSR engagement and a more philanthropic nature of CSR activity, whereas programmes are expected to display more complex CSR activity at a larger scale.

Reviewing CSR from a project and programme level angles can truly help understand how CSR is run and why it is run with a particular approach.

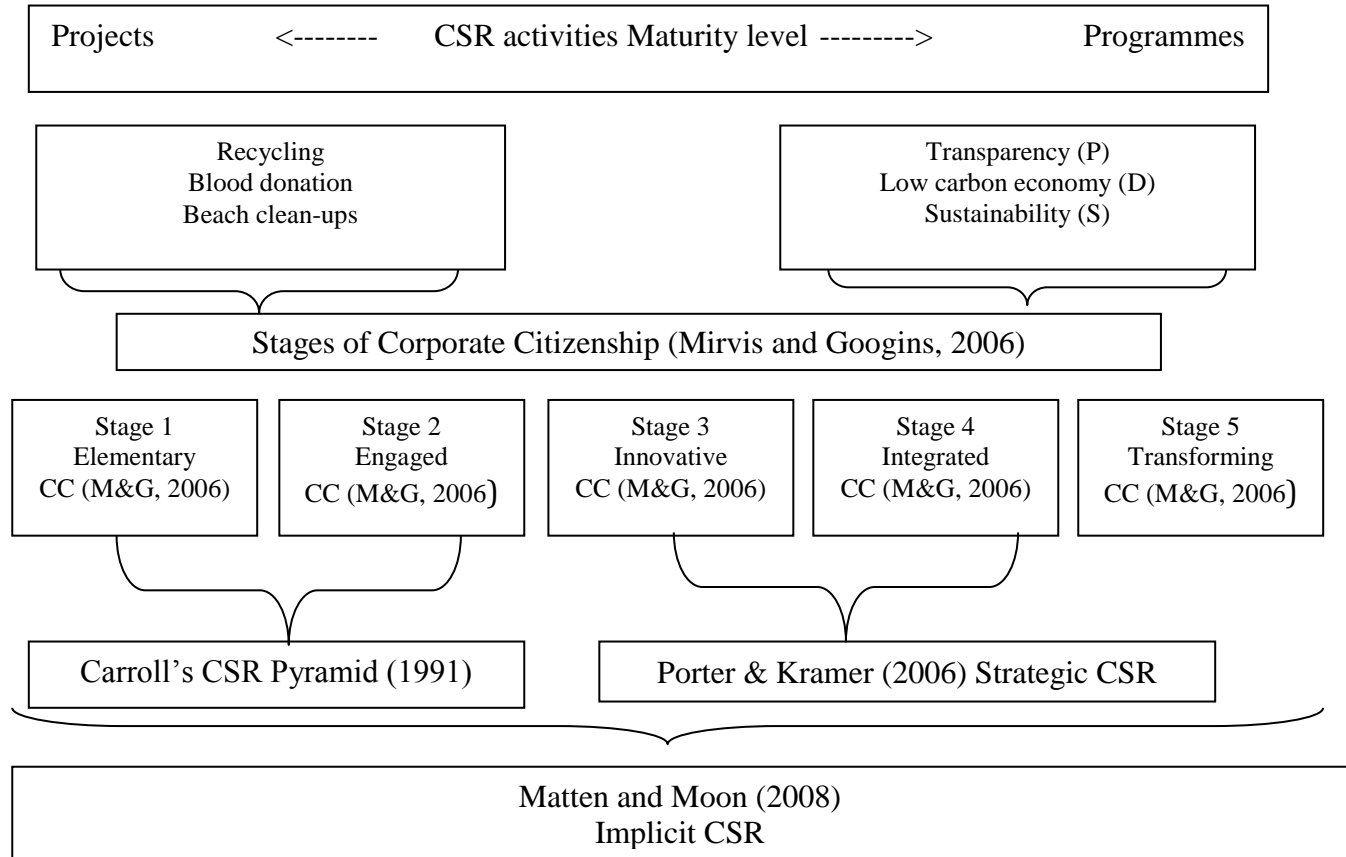


Figure 17. Cross-conceptual Framework of Theories Examined. (Author's own origination)

To illustrate stages of CSR in relation to project management dimensions, the model (Figure 17), includes examples from the UAE, which represent projects and programmes. At the project level, recycling and blood donation are CSR projects implemented by organisations in the UAE. At the programme level, organisations such as case P and D manage CSR activities of a more complex nature, which are intended to be strategic and in line with organisational goals and strategy. These ideas have also been examined in the pilot study conducted for this research; a more detailed account is presented in the methodology.

2.7 Project Managing for the Case of CSR

Pellegrinelli (2002, p. 229) study the use of project and programme management for organisational change. This is an aspect of project management likely to be of importance in the area of CSR and especially the implementation of strategic CSR activities; to elaborate on this the author states “Emergent thinking on programme management best practice has focused on the internal context, namely the marshalling of projects and resources to achieve the desired strategic and/or synergy benefits.” The author speaks of utilising project management for achieving strategic organisational goals. In the world of CSR, this is one of the dilemmas organisations face when it comes to adopting CSR, philanthropic CSR is no longer sufficient and organisations are looking to strategic forms of CSR that will serve the community but also the organisation. Moreover, the purpose of organisational change seems to be linked to both concepts of project management and CSR. Also, Too & Weaver (2004, p. 1384) claim “Project management techniques have frequently been applied to the tasks of planning and implementing necessary operational changes”.

It can be argued that project managing CSR will help keep CSR aligned with organisational goals and strategies. Pellegrinelli (2002, p. 230) adds, “Programmes are also well placed to establish a bridge between projects and the strategic goals of an organization... leaders have increasingly used projects and programmes to implement or support the realisation of corporate strategy [6–9].” Similarly, Lycett et al. (2004) state that “There is an increasing recognition that programme management provides a means to bridge the gap between project delivery and organisational strategy.” Too & Weaver (2004, p. 1390) also state that “Projects and programs are created to deliver the change needed to achieve the organization's strategic and tactical

objectives. Management ‘by project’ is fundamental to support, sustain and grow the business (Rezania and Lingham, 2009).”

Looking deeper into the idea of project management as a means of structure and successful implementation, we can look at the essential skills of project management. Pellegrini (2002) presents a number of areas where project management skills are needed, the areas listed that overlap with areas of strategic CSR implementation include approach and strategy for the project/programme, cultural awareness, understanding client’s objectives and commercial awareness. These are a few of the areas which overlap in the CSR world, for example, when implementing CSR, the organisation needs strategic intent. Also, cultural awareness is an issue in the area of CSR, there have been many examples in the business world, where the same CSR initiatives are launched in different countries without taking into account culture and this can be damaging, not only to the CSR initiative itself but also the reputation of the organisation. Understanding client’s objectives can be linked to understanding the organisational goals before launching a CSR project to ensure that there is alignment. Commercial awareness is also related to strategic CSR, the project or programme needs to also take into account any commercial or financial benefits it could bring in for the organisation as a whole. The project management of CSR could help with focusing on these areas and keeping CSR strategic. Without taking any of these areas into account in a structured way, the CSR activity could lead to high, risks costs and lost opportunities.

Another dilemma related to the implementation of CSR is costs and financial risks. Carvalho et al. (2015, p. 1510) look at elements of project success in relation to project management. These

include “financial criteria have been used to measure project performance, including economic return and cost/benefit analyses”. These criteria are relevant and applicable to CSR projects and programmes where the costs associated with the project can usually have an impact on whether it is implemented or not. This element of project management can keep the financial issues related to CSR in check. Project management goals are also relevant to the implementation of CSR.

Lycett et al. (2004, p. 290) list some goals that should be taken into account when implementing CSR initiatives, one of which addresses the issue of aligning CSR activity to strategy; “Better alignment with business drivers, goals and strategy”. The authors add “Improves the linkage between the strategic direction of organisations and the management activities required to achieve these strategic objectives” This brings to mind the idea of project managing CSR to make it more strategic and ensure that it is serving organisational goals as well as social goals.

Moreover taking into account the typical programme management lifecycle as presented by Lycett et al. (2004, p. 297) below (Figure 18), the 4 stages can be used when considering CSR programmes, which include programme identification, programme planning, programme delivery and programme closure. A critical stage would be stage 3 which involves monitoring and control, progress reporting, risk management and issues management. This is critical because monitoring and reporting on CSR activity is one of the problematic areas identified in the literature. Including it as a process through which CSR is implemented will help ensure it is considered.

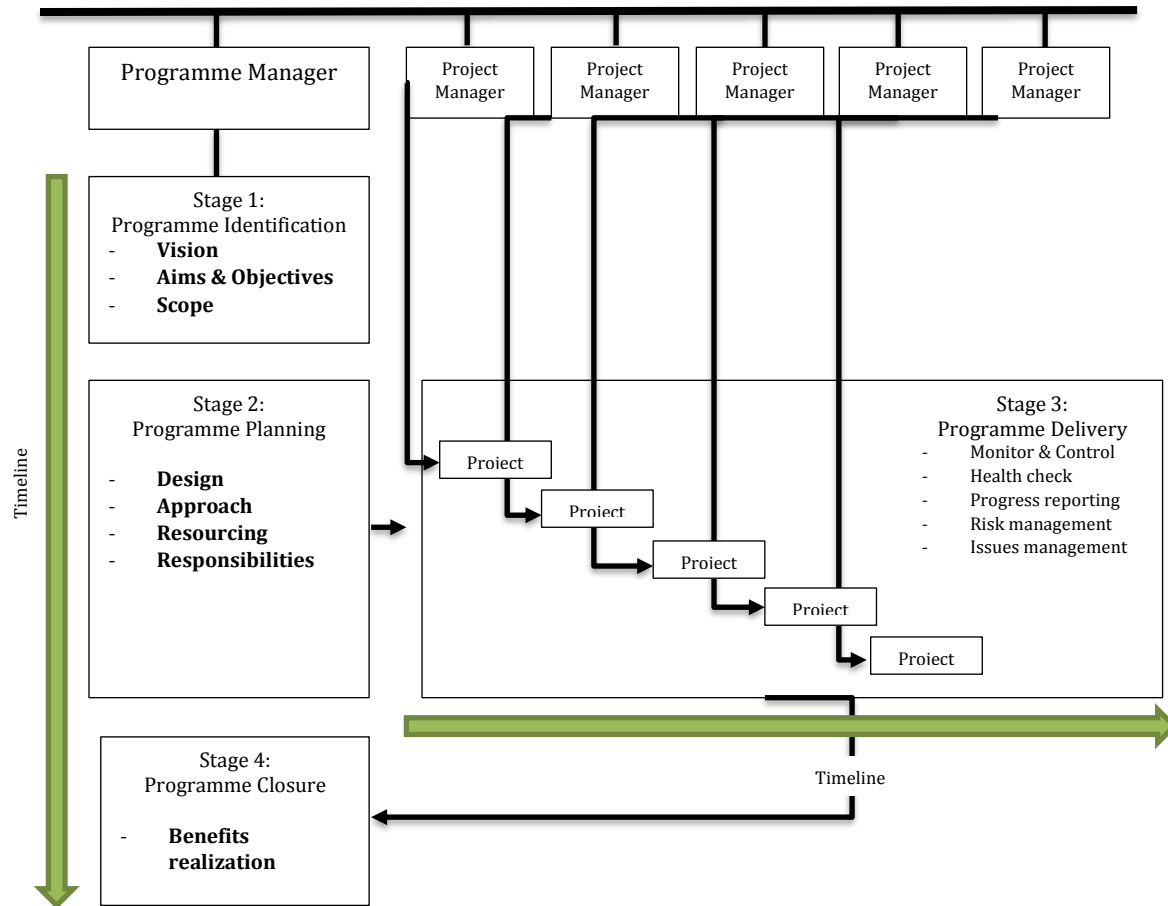


Figure 18. Typical Programme Management Lifecycle. (Adapted from Lycett et al., 2004)

Similarly presented and applicable to CSR implementation, is the Work Breakdown Structure by Van Der Merwe (1997) shown below (Figure 19). The different stages can be used to implement CSR activity in a project management manner. Formalising the activity and ensuring key goals.

Work Breakdown Structure			
Feasibility Stage	Design Stage	Construction Stage	Close-out Stage
Beneficial change Preliminary technical investigation Search for sponsor Resource constraints agreed Approval to proceed to design stage	Establish project team Establish WBS Establish Responsibility chart Design Specification Contract award Approval to proceed to construction stage	Site establish Delivery to site Install Commission Hand over Commercial operation	Close contract Finalize paperwork Project close Project learn disband

Figure 19. Work Breakdown Structure. (Adapted from Van Der Merwe, 1997)

The work mentioned in the stages is a similar approach to how CSR projects can be taken-up, for example, search for sponsor in the feasibility stage.

Bou-Lhsar et al. (2009, p. 7) discuss the EFQM model shown below (Figure 20). Looking at this from a project management for CSR perspective, the enablers and results are associated with successful implementation of CSR. For instance, leadership is recognised as a key driver to CSR implementation. Another enabler mentioned is processes; this is interesting as processes could be representative of the structures and mechanisms through which CSR is implemented. In this case, projects and programmes. Also, results include people, customer, society and key performance results, all of which are included in the transformational benefits/results which can be achieved through committing to corporate social responsibility. Al-Reyaysa et al. (2015), on leadership, have similarly found in their data that leaders were “described as “agents of change” who are “supportive” of the implementation of CSR and sustainability...it is clear that CSR needs commitment and support from the top levels of organisations, and in most, to varying degrees, senior and executive management is involved with and supportive of CSR’s development and implementation.”

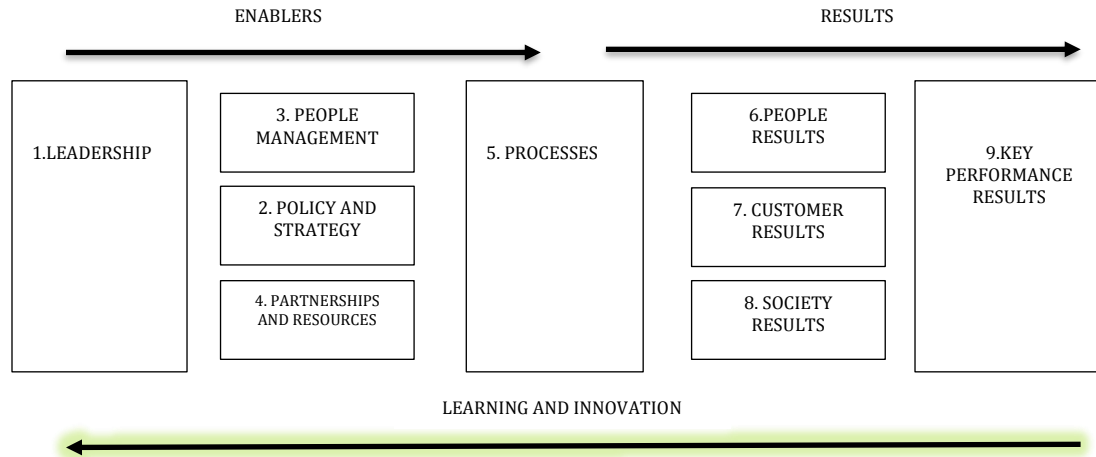


Figure 20. The EFQM Excellence Model (Adapted from Bou-Lhsar, 2009)

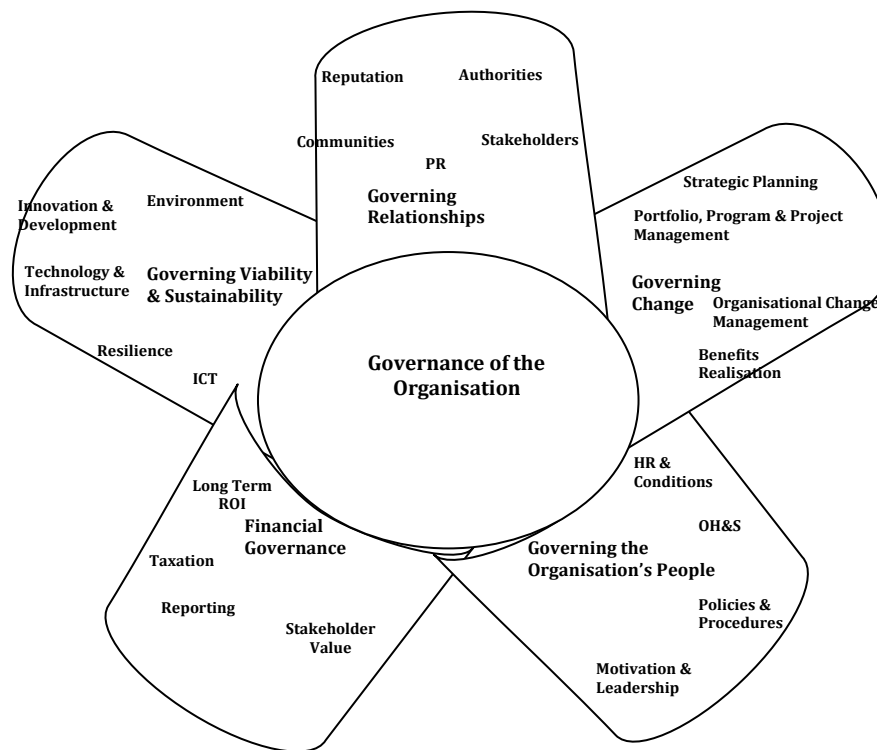


Figure 21. Petal Diagram of Governance (Adapted from Too and Weaver, 2014)

Too & Weaver (2014, p. 1384) include CSR as core to the governance of an organisation. This gives more reason to project manage CSR activity to ensure that it is strategic and beneficial to organisations. Again here, project management is used for “governing change”, so the change

that is brought by implementing CSR can be managed through portfolios, programmes and projects. The authors also bring to attention that “...the petals do not operate in isolation; a governance failure in any ‘petal’ will impact other areas and the organization as a whole. For example, governance and management failures in the area dealing with the organization's staff, such as unfair dismissal or discrimination, can lead to litigation affecting the organization's reputation and market value.”

Looking to incorporate the project management of CSR perspective further, some CSR and sustainability models are also examined. Benn and Bolton (2011) present the “Waves of sustainability model” (Figure 22, shown below). The authors show the different stages or waves organisation go through and the stand they take regarding CSR. Interestingly the 2nd wave involves taking into account risk management, cost-cutting and competitive advantages associated with CSR. These require a degree of efficiency and strategic orientation, which can be better provided when implementing CSR through projects. A formal CSR project can be monitored and controlled to ensure that the activity is efficient and strategic, and by being so, provide a competitive advantage to the organisation.

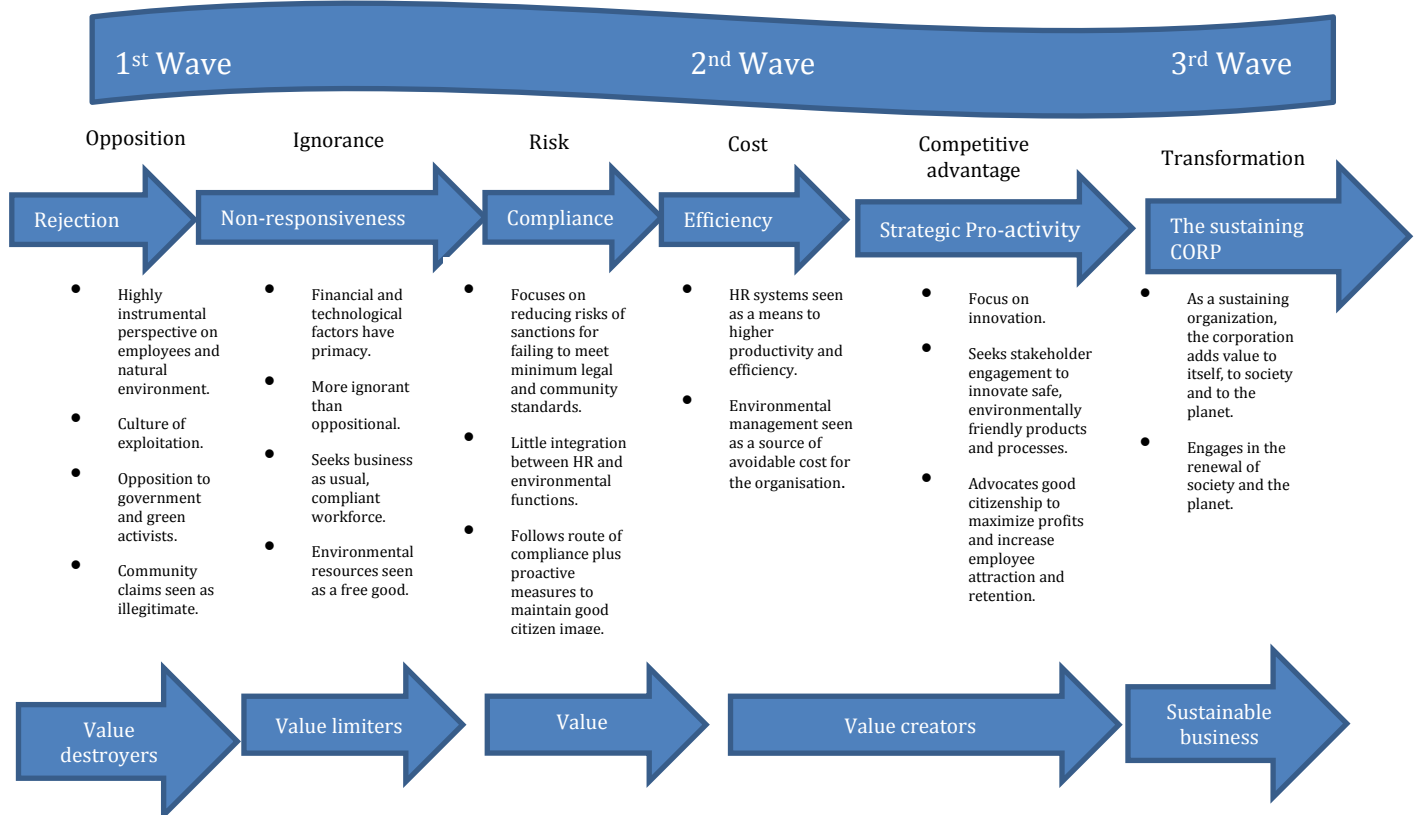


Figure 22. Waves of Sustainability (Adapted from Benn and Bolton, 2011)

Moreover, another useful model to examine is the dynamic stages of CSR development model presented by Benn and Bolton (2011). The below model (Figure 23) is particularly important and interesting to this research as it illustrates the internal and external factors that influence the development of CSR.

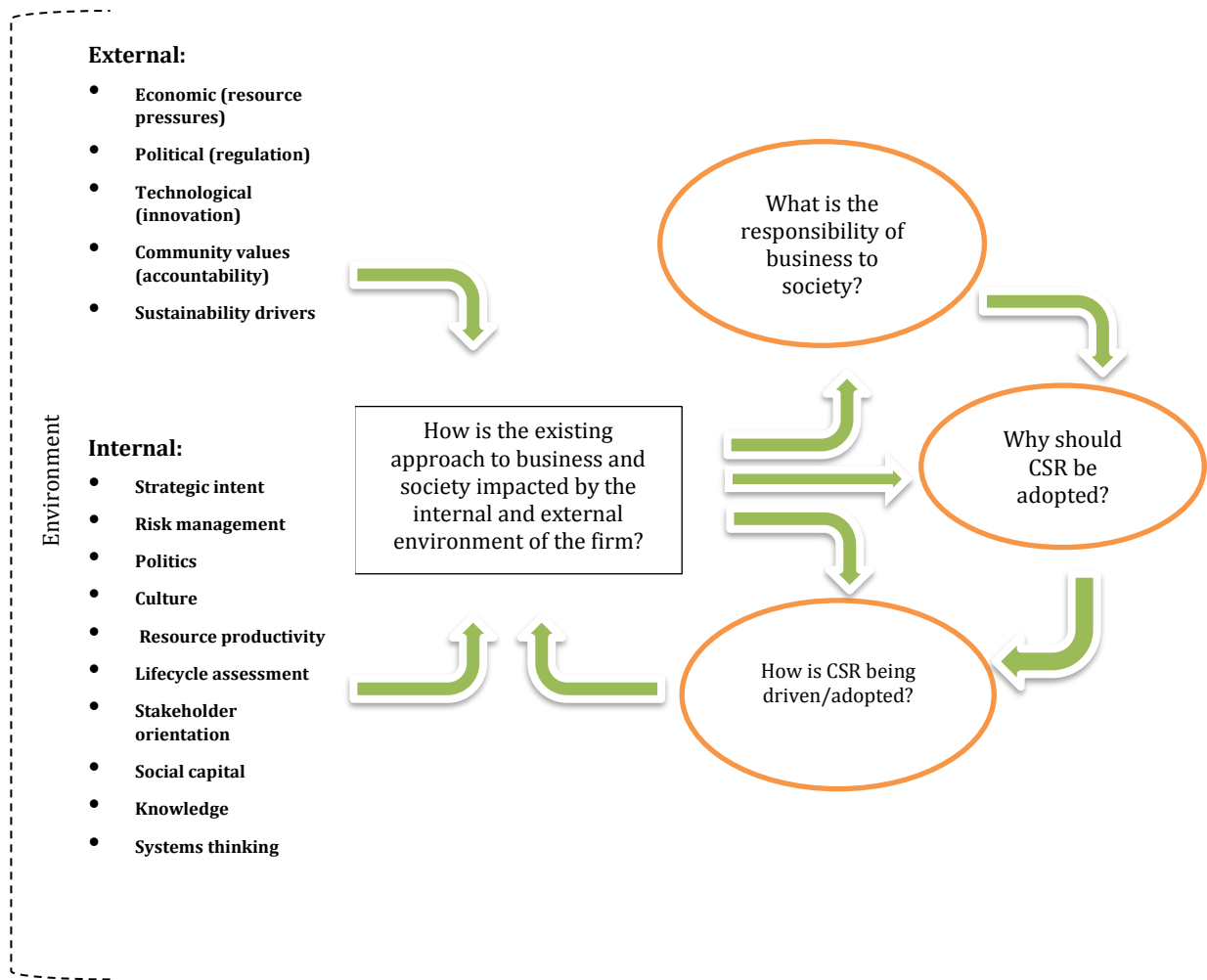


Figure 23. Dynamic Stages of CSR Development (Adapted from Benn & Bolton, 2011)

Viewing this in more detail and with project management in mind, we can see that some of the internal and external CSR drivers are also associated with project management. Economic external factors such as economic pressures and technological pressures can be dealt with in a project management context where resource allocation and availability is considered in the first stages of project implementations. Of the internal factors, strategic intent, risk management, lifecycle assessment and stakeholder orientation are all areas considered by project management. For example, risk management is a part of the programme delivery, which is identified as the 3rd stage in the project management lifecycle (Lycett et al. 2004).

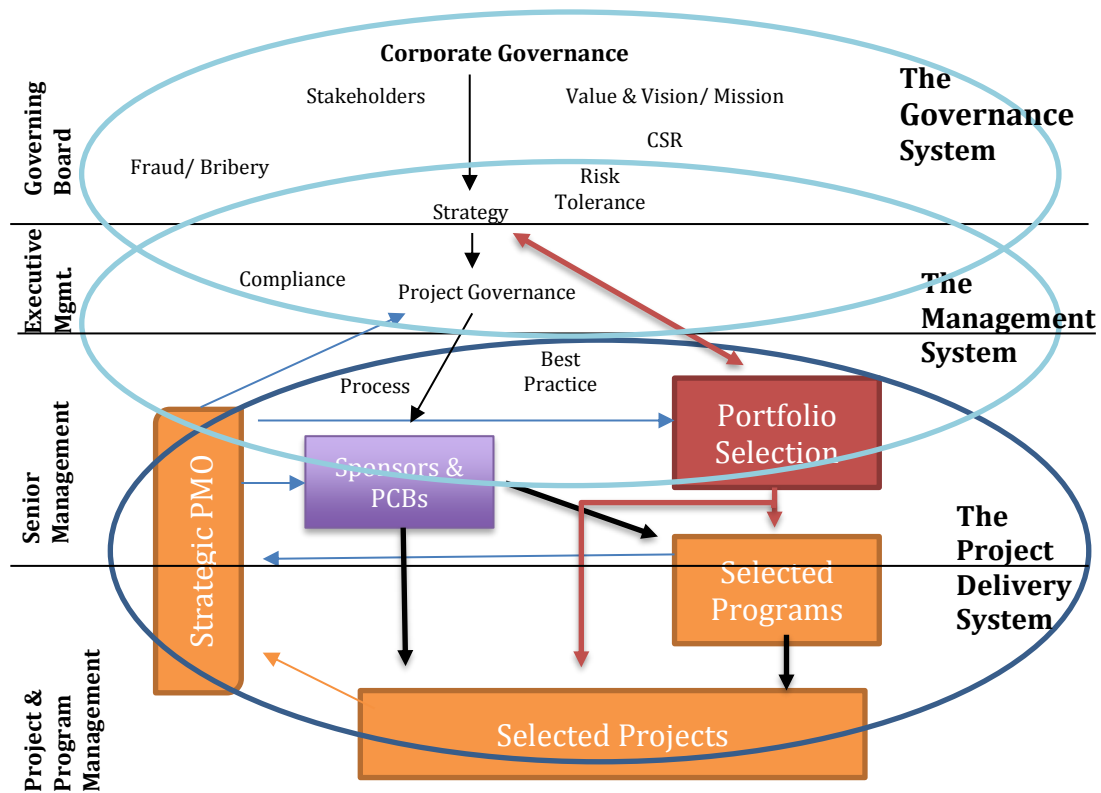


Figure 24. The Project Governance Framework (Adapted from Too & Weaver, 2014)

Too & Weaver (2014, p. 1389) also introduce the project governance framework model (Figure 24, shown above). Interestingly, the authors show that CSR stems from the governance system which involves the governing board, this later extends into the management system which involves strategy, and then finally the project delivery system which involves project and program management. As shown, CSR and strategy are placed in the same part of the framework, implying that they are part of the governance system that is then managed through the management system. Portfolio selection is important as (2014, p. 1388) it “focuses on selecting the right projects and programs to maintain or start, and which to defer or cancel (Levine and Wideman, 2005) in order to minimize the transaction costs, which are the sum of all

costs for implementing and governing projects (Williamson, 1985).” Thus, portfolio selection is useful in ensuring projects and programmes are in line with organisational goals and strategy. The authors also add “The mechanisms include terminating projects that no longer contribute to the organization's strategic plan and reallocation of resources to activities that do contribute to the strategic plan.”

Reviewing current project management literature and establishing some links between the fields of PM and CSR, we can see that there is a use for project management in the area of CSR. To progress this further, a framework combining the elements of project management and the levels of CSR has been developed as shown below (Figure 25).

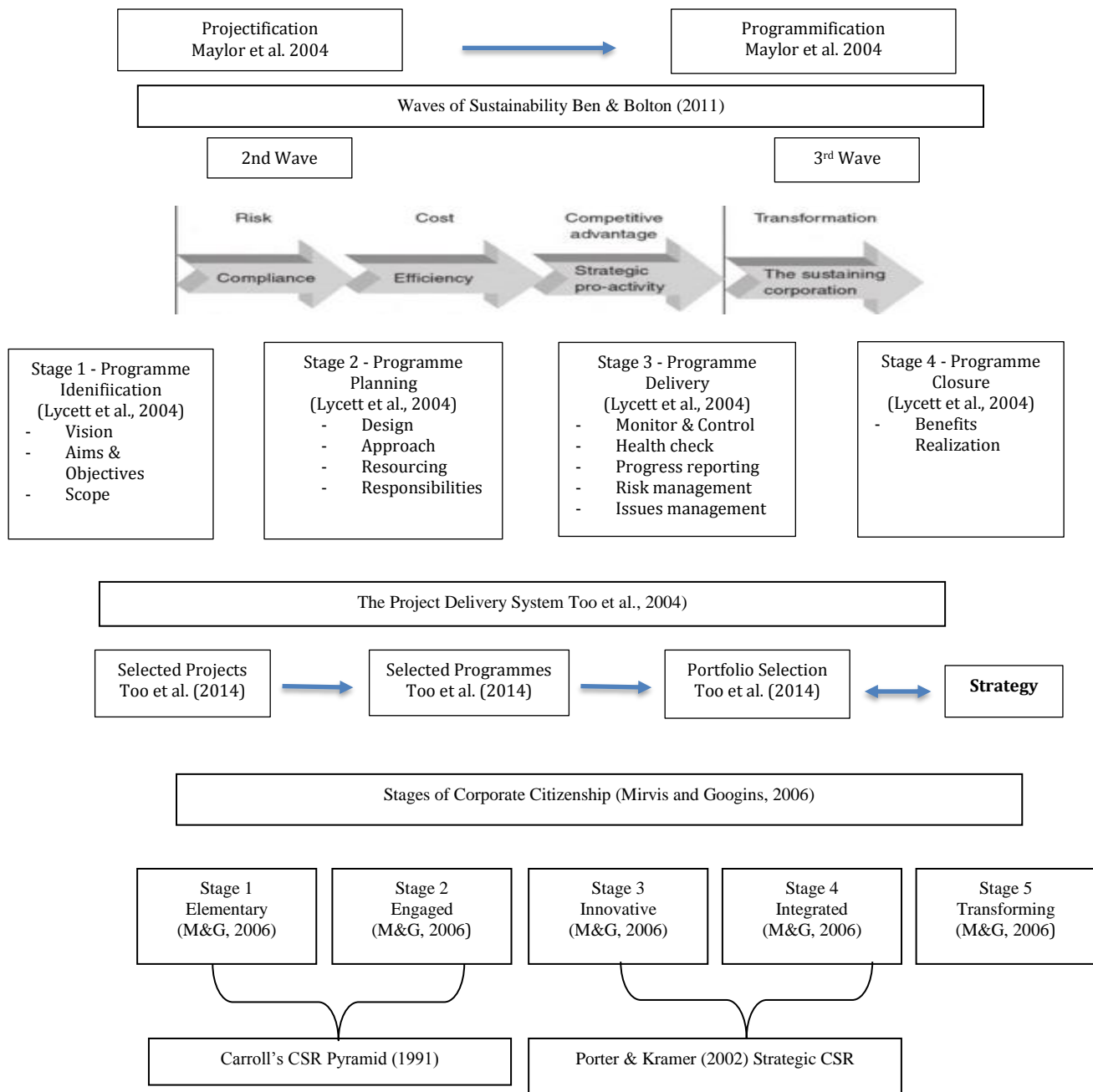


Figure 25. Project and Programme Managing CSR development (Author's own origination)

The framework (Figure 25), illustrates the linkages between project management and CSR. It shows how project management processes can be used to advance the development of CSR. It is

also a useful tool to benchmark organisations upon as well. The more advanced an organisation is with its CSR activity; the more “programmification” as labelled by Maylor et al. (2006) occurs. The project management lifecycle by Lycett et al. (2004) is included for its practicality and applicability to CSR. For example, stage 3, programme planning is applicable to CSR activity where literature has stressed the importance of monitoring CSR projects and programmes to ensure they are in line with strategy and deliver.

Stage 1 is less relevant to the CSR activity this study focuses on but has still been included to show how vision is needed when a project or programme is initiated. The project delivery system by Too & Weaver (2014) is critical to this framework as it shows project and programme management of CSR should be to and from strategy, as organisations develop their involvement in CSR their selected projects will grow to selected programmes which are part of the portfolio selection which is linked to strategy. This transition is correlated with the stages of corporate citizenship developed by Mirvis and Googins (2006) as well as Ben and Bolton’s waves of sustainability model (2011). As CSR develops and becomes more projectised, initiatives grown into programmes that if strategic can be transforming to both society and the organisation.

In summary, the various CSR, project management, organisational and institutional theories examined illustrate a positive and successful outlook on project managing CSR. The strategic CSR literature provides evidence that CSR can be adopted in a more efficient way that is both economically and socially more responsible. In turn, the project management theories such as projectification and programmification provide a sound reasoning to manage CSR through projects for more successful and effective implementation. It has also been regarded as a means to help align CSR with organisational strategy to achieve organisational goals. These theories

examined together have revealed that CSR and project management can come together to not only improve both individual concepts but also to better serve society and community. Thus, including CSR in project management (as shown when examining the PMBOK guide) better prepares organisations for risks and difficulties related to environment and health and safety standards which are common. On the other hand, taking a project orientated approach to CSR could better align and deliver the strategic aspects of CSR.

Moreover, the institutional theory examined is equally important as it majorly contributes to helping understand the development and current status of CSR in the UAE which is one of the aims of this research. Taking into account the institutional factors enables us to identify the drivers of CSR in the UAE which will contribute to the gap of knowledge in literature and can even be a stepping stone for further studies on CSR in the UAE.

From the literature, it was anticipated that CSR would be project managed, with a series of CSR activities projecti-fied and/or program-ified depending on the level of sophistication and duration. As illustrated by Burke and Logsdon (1996) it is expected that the CSR behavior and strategic approach taken will determine the strategic outcome. It was expected that cases with strategic goals and more complex activities are managed at a larger scale through programmes, whilst less strategic activity are nonetheless still managed through projects. This displays the role project management can have in effectively delivering organisational goals through CSR.

Overall, the theories examined provide a robust framework for studying CSR in the UAE whilst examining the organisational, institutional and project management dimensions to better understand the development and implementation of CSR in a less-developed region. The theoretical framework contributes to the limited literature on the practice side of CSR by examining the management and implementation of CSR through project management, especially in the UAE. The examination of CSR in the UAE addresses the gap in the available literature on CSR in developing countries, which is important, as many developing countries are associated with the high consumption of natural resources and negative effects on the environment which need to be addresses. Hence, the framework provides a collaborative attempt between theory (CSR) and practice (PM) to manage CSR in s pragmatic approach that is centered on strategic CSR towards sustainable development.

3. Methodology

3.1 Research Approach

The selected research topic aims to understand the phenomenon of CSR in the UAE, it seems that the qualitative approach is most suitable. The topic requires understanding how individuals perceive CSR and how they define and practice it. As the research aims to explore CSR from different perspectives, the qualitative method allows for close proximity to the subjects, which is critical in this case as it is believed to extract richer data (Kvale and Brinkmann, 2009). CSR is dynamic and so individuals often have their own understanding of it and qualitative methodologies can help the researcher to view CSR from the subject's perspective.

Additionally, qualitative methods have been effectively and frequently used in recent CSR research by various authors (Jamali et al., 2008; McWilliams et al., 2006; Cheng and Ahmed, 2010; Preuss et al., 2009). McWilliams et al. (2006) recommend using qualitative methods in CSR studies for discovering more knowledge about CSR activity. In this case, understanding CSR includes understanding how it is defined and practiced and through which activities, projects and programmes it is implemented. It is also expected that CSR projects and programmes will differ within organisations and so the qualitative approach is expected to help examine these programmes and projects closely through the human subjects and management practices and systems involved.

The research approach chosen for this study is the grounded theory approach as it aims to “generate or discover a theory” (Glaser and Strauss, 1967), which is suitable for the exploratory nature of this study. In particular, the interpretive case study approach is used, as it seems highly relevant to

this research aiming to generate insight on CSR in the UAE. Individuals and their organisations can be anticipated to interpret CSR in different ways. Orlikowski and Baroudi (1991) state, “Interpretive studies assume that people create and associate their own subjective and intersubjective meanings as they interact with the world around them. Interpretive researchers thus attempt to understand phenomena through accessing the meanings participants assign to them”. Thus, the interpretive approach can support subjective portrayals of CSR and project management. Grounded theory allows for developing theory from data instead of validating theory as in quantitative research (Tan, 2010). Furthermore, Corbin and Strauss (1990, p. 419) state “Systemically and sequentially carrying out the procedures of data collection and analysis expands the research process to capture all potentially relevant aspects as soon as they are perceived. This process is a major source of the effectiveness of the grounded theory approach and that which allows it to ground the theory in reality.” The authors highlight that process “...guides the researcher to examine all of the possibly rewarding avenues toward understanding. This is precisely why the research method is one of discovery...Every concept brought into the study or discovered in the research process is at first considered provisional. It earns its way into the theory by repeatedly being present in each interview, document, observation, in one form or another, or by being significantly absent (it should be there but isn’t, thus we ask why). Having a concept demonstrate its relevance to the evolving theory (as a condition, action/interaction, or consequence) is one way that grounded theory helps to guard against researcher bias. No matter how enamoured the investigator may be of a particular concept, if it does not stand up to continued scrutiny through its repeated proven relevance to the phenomenon under question, it must be discarded. The grounding of concepts in the reality of data, is what gives this method its theory-observation congruence or compatibility.” This is very significant to this research of exploratory

nature, where the same approach has been adopted to analyse the data collected, as the authors describe it, open-coding allows us to examine all possible concepts that can lead to building out theory, however the selective coding and later on theoretical coding filters the concepts, ensuring that only the relative and re-occurring concepts are considered.

This study investigates different organisations dealing with CSR in the UAE and the collective case study method is utilised. One single case study is not enough to generate an understanding of CSR in the UAE conceptualised as institutional fields of organisations. Stake (1995, p. 4) stresses “case study research is not sampling research”, but the collective cases provide some grounds for theory generation and future studies seeking to make and test generalisations, the collective case study method utilises the case studies instrumentally rather than intrinsically; the case studies are used to gain a better understanding of CSR and project management in the UAE, as opposed to examining and understanding each particular case for its own sake (Stake, 1995).

More specifically, case methodology allows for investigating CSR in the UAE in real-life contexts (Yin, 2009). This is helpful for generating practical and realistic perspectives on understandings of practice-based CSR projects in the UAE. The case studies are exploratory; identifying themes and exploring the understanding and management of CSR projects in the UAE. The cross-case synthesis technique proposed by Yin (2009) is applied to the multiple case studies to help identify patterns and generate theory.

The cases selection for this thesis is based on CSR and project management activity in the organisations. A range of informal and formal CSR activities were examined through non-project

CSR initiatives, project-ised CSR activity and formal CSR programmes. This seems an appropriate range as the pilot study conducted has shown CSR activities lying within this range (see next section).

The non-project CSR initiatives are expected to be the most basic form of CSR due to their less complex nature and the fact that they do not really need to be project-ised to be implemented and run. Examples include, open-lectures, events and workshops on some form of CSR activity. On the other hand, CSR projects are expected to be a more formal and complex practice of CSR activity. These activities may be measured and monitored and can be treated as projects or as pro-bono CSR related time. These projects will often have more established routines and be more carefully planned than non-project CSR activities such as one-day workshops on CSR.

Finally, CSR programmes were also examined. They are regarded as formal CSR activity on a larger and more complex scale. An example could be a CSR programme focused on transparency and governance that develops and launches different projects under these issues. For example, an organisation from the pilot study, which deals with CSR in the form of programmes, established a transparency programme for organisations that covers areas such as anti-corruption, integrity, reporting and good practices. The range of CSR activity selected to be examined, is illustrated by Figure 26 (shown below).

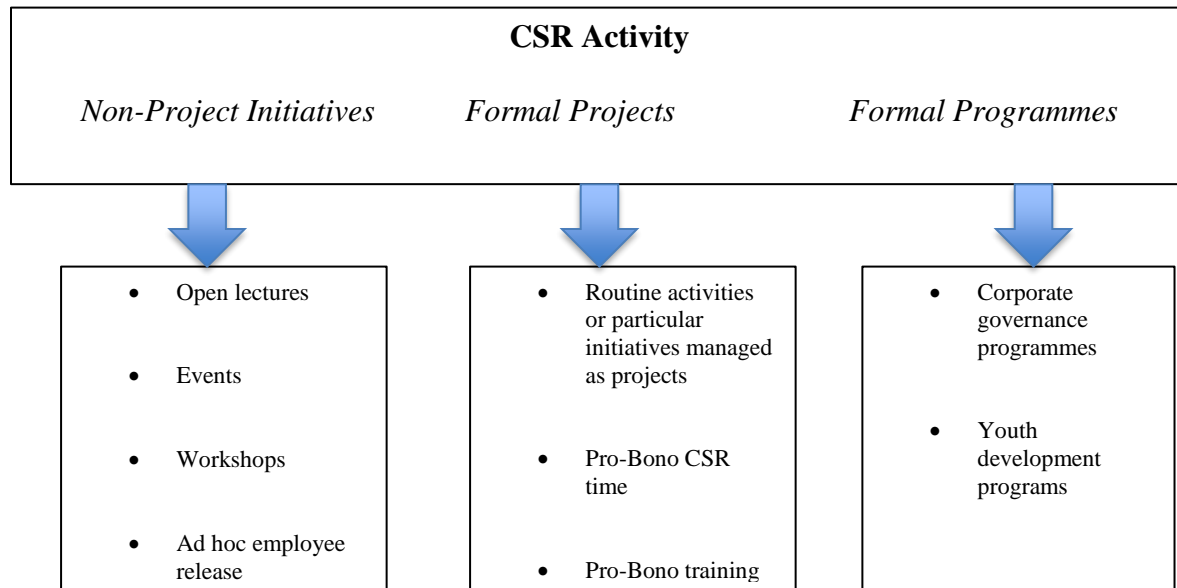


Figure 26. Formal & Informal CSR Activity (Author's own origination)

As shown in Figure 26, CSR activity can vary in form. Some activities are more formalised such as routine activities that are treated as projects, whereas other activities are less complex and are in less need of monitoring and measuring. These informal activities can be implemented as non-project initiatives. More complex CSR activity on a larger scale can be treated as a programme. These programmes are more complex than projects and seem to cover a larger range of issues or CSR areas than would a single formal project. Overall, these forms of CSR have been selected as they seem to present an appropriate range of CSR activity for the UAE country context, which has been discussed so far to have projects, programmes and philanthropic non-project initiatives that deal with CSR.

3.2 Pilot Study

Pilot study rationale

A pilot study to gather data for understanding CSR in the UAE was conducted over 2013 and 2014. Stake (1995) proposes that “There is no particular moment when data gathering begins. It begins before there is commitment to do the study.” For this particular research that aims to understand CSR in the UAE, a formal pilot study was completed and has been found to be valuable. It enabled the researcher to experience the issues of individual and organisation access required for interview and case research, as well as gain more of an idea of how time consuming the process can be. More importantly the pilot study has enabled the researcher to identify individuals and organisations relevant to CSR in the UAE. From the pilot study, CSR initiatives, projects and programmes have been identified that are of use at the later stage where institutions involved with CSR in the UAE are categorised and analysed. The pilot study followed a broad-based approach to sampling which is important particularly in the early stages of this research on CSR activities, projects and programmes. On sample collection, Glaser and Straus (1967, p. 57) state “Maximizing brings out the widest possible coverage on ranges, continua, degrees, types, uniformities, variations, causes, conditions, consequences, probabilities of relationships, strategies, process, structural mechanisms, and so forth, all necessary for elaboration of the theory.” Thus, maximizing rather than minimizing differences in sampling could lead to a better chance of theory generation, which is vital to this study that aims to achieve an improved understanding of CSR projects and programmes in the UAE.

Moreover, the pilot study has allowed the researcher to practice in interview research skills with sample participants that have “theoretical purpose and relevance” (Glaser and Strauss, 1967, p. 48). The pilot study has assisted the researcher to explore research options and become acquainted with ideas on CSR prevalent in the UAE.

The pilot study involved meeting with individuals who manage CSR in UAE-based organisations. The managerial perspective has been selected, as it is likely to give more insight than an employee perspective on organisation’s planned and actual management of projects and programmes. The literature suggests that CSR is often “championed” by individuals in an organisation, and thus managers with CSR responsibilities are expected to be more knowledgeable about the organisational CSR strategy than are many employees. For instance, Jenkins (2006, p. 241) asserts that CSR management and engagement “would require strong leadership or “championing” from individuals such as highly motivated owner–managers and from exemplary companies as a whole.”

Similarly, in terms of neo-institutionalist perspectives which conceptualises both CSR change and continuity, Smets et al. (2012, p. 7) find that “Some evidence is emerging that field-level change may also originate from ‘individuals at the front line...’ Hence, managers or individuals in charge of CSR may drive transformation of CSR in organisations. These type of research findings support this study’s rationale which is focused more on managerial viewpoints than it is on employee perspectives. Greenwood and Suddaby (2006, p. 28) note that managers most often have a sphere of influence claiming, “...actors become motivated and enabled to impose change upon institutions by which they are constrained.”

CSR is specific to each organisation's culture and strategy; often it is defined and implemented differently and so needs to be examined separately before being cross-examined with other cases for similarities. The qualitative data collection of the pilot study consisted of six interviews with different CSR-related managers of UAE based organisations. The interview duration was approximately 60 minutes, and a set of 16 CSR-related questions were used (see Appendix 1). Data collected on CSR definition, strategy, implementation, challenges and failures, was transcribed and analysed.

The data gathered was analysed using rounded methods as well as to existing models, such as the "Corporate citizenship model" (Mirvis and Googins, 2006) to help understand where CSR in the UAE stands today and what challenges and barriers exist to its realisation and project management. To illustrate how this can be applied to the model, the data gathered from the UAE based organisations was classified against the theoretical framework presented and discussed in the review of the literature (Figure 27, shown below).

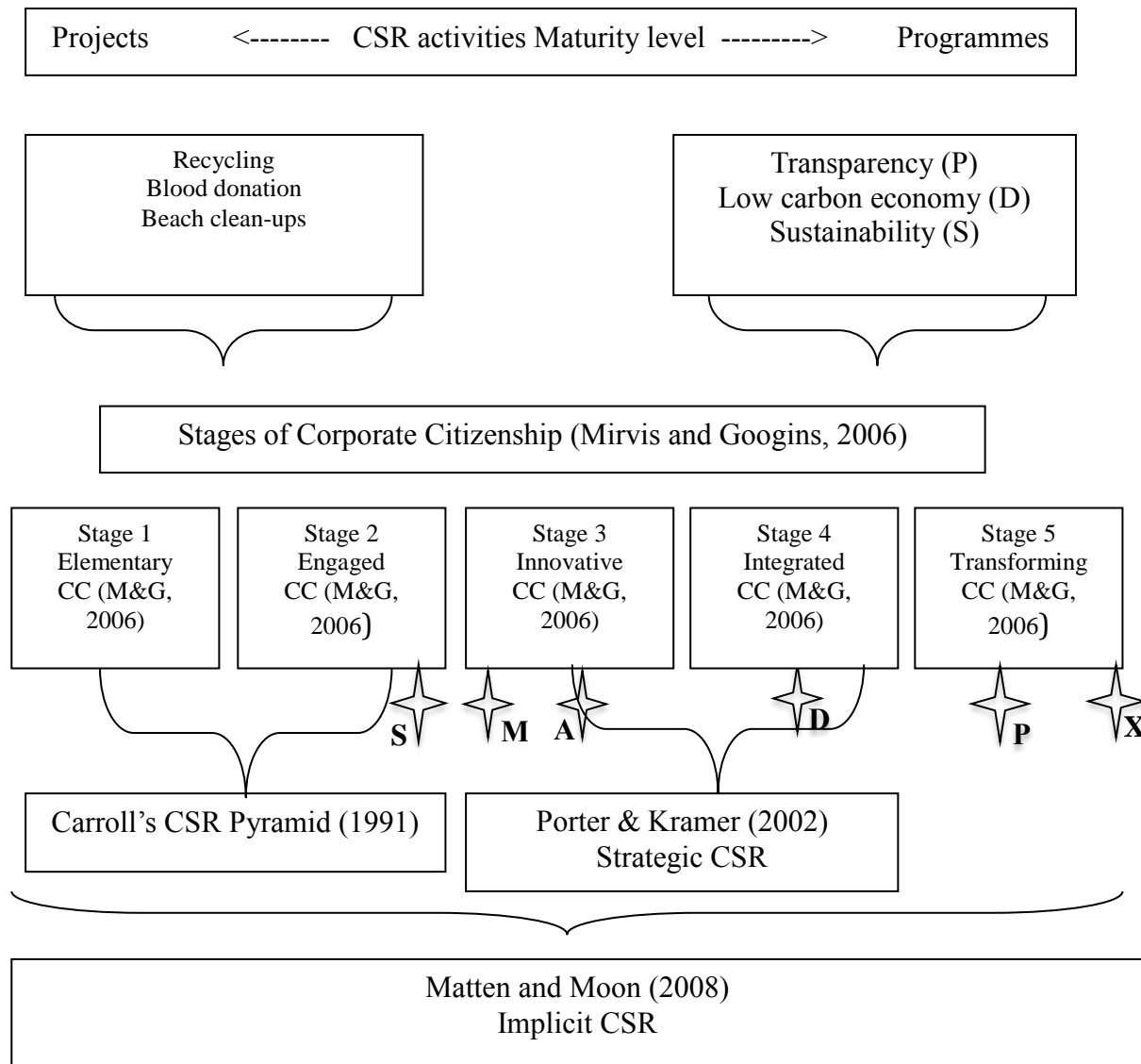


Figure 27. Pilot Study derived conceptual CSR framework

The framework above, illustrates how each case could be examined based on concepts from the literature then categorised at a particular stage of CSR approach. Case P represents one of the organisations involved that seems advanced in its CSR strategy and activity; CSR is regarded as a core area of business that calls for transparency rather than a philanthropic approach to business. Case D seems more innovative and integrated due to KPI's and impressive CSR

functions, however CSR is still not transformative, although it is not philanthropic, CSR in case D is more for realising the economic side of CSR rather than regarding CSR for change as in case P. To demonstrate the similarities and differences between each of the cases, Figure 28 below displays some excerpts from the cases examined.

Case M

M1 CSR strategy- Benchmarking, Stakeholder engagement.

M2 Annual targets.

M3 “Socio-economic” CSR.

M4 Annual sustainability summit with stakeholders.

M5 “License to operate”

Case A

A1 Sustainability focused.

A2 Developing sustainable technology (water).

A3 Sustainability report.

A4 Engaged with Abu-Dhabi sustainability network- meeting with communities.

A5 Regular blood donation awareness/campaign.

Case P

P1 “CSR” Term replaced with Accountability and Sustainability.

P2 Focused on “Good practices” and “Integrity”.

P3 Aim for “better practices” and “Job creation”.

P4 No Philanthropy.

P5 Corporate Governance.

Case D

D1 Championing CR strategy at regional level.

D2 CR roles and objectives built in leadership roles.

D3 CR embedded in functions.

D4 Philanthropy banned, looking at CR in a business manner.

D5 Strategic CSR.

Case S	Case X
S1 Facilitating CSR implementation at local level.	X1 Advanced CSR implementation and integration.
S2 CSR capacity building program.	X2 More sustainability and citizenship than CSR.
S3 CSR integrated within organisation.	X3 CSR is part of the organisational DNA.
S4 Focusing on sustainability reporting.	X4 CSR emphasised in education and technology.
S5 CSR policy advisors.	X5 Strategic CSR.

Figure 28. Excerpts extracted from Case P, D, M, A, S and X

Similar to case P, case M is focused on socio-economic CSR. Sustainability is a policy. The CSR strategy is based on benchmarking and stakeholder engagement and so the institution is definitely engaged in CSR. Nonetheless, the focus is fairly simplistic in attitudes and values where socio-economic CSR is viewed as a “license to operate”. Thus, case M seems engaged in CSR and is innovative in the sense that global CSR operations are driving their CSR operations against international standards.

Case A seems to be at an innovative stage of CSR. It is interesting that CSR challenges and barriers to CSR development are acknowledged in this organisation, it seems to reflect upon the many concepts appearing in the literature on CSR in the UAE and provides some insight on their contextual setting. Case A is innovative in the sense that sustainable technologies have been developed and tested although not always fully implemented. In terms of CSR implementation, case A is engaged through blood donation and cancer awareness projects, which seem to be

becoming standard CSR activities in the UAE. Nonetheless, the persistence in developing and advancing CSR technologies and sustainability leads the researcher to place case A at an innovative stage of CSR. Case S is interpreted to be at the engaged stage, similar to case A, where challenges and early beginnings on the path of CSR are acknowledged. This particular organisation is not focused on the actual development of their CSR but more on engaging other partner or membership organisations in CSR. Case X is representative of a highly advanced level of CSR, the organisation is a unique case with large resources and global implementation in the area of CSR. CSR is constantly managed to be transforming and advantageous to both organisational and social causes.

Thus, from the cases involved in the pilot study, it appeared that CSR in the UAE is more advanced than was expected based on the academic literature. The standard CSR activities such as blood donation campaigns are still common but it seems that there is more depth of activity going on in the country. It is also interesting that CSR is being viewed and implemented strategically in some cases; targets and KPIs for measuring CSR activity are in place. Moreover, some of the cases look beyond philanthropic CSR, which is also an interesting finding for CSR in the UAE.

Overall, the pilot study examining six cases has proved very helpful for gaining an idea on the definitions of CSR practised in the cases and for obtaining an overview of the range of CSR activities in the UAE. It was anticipated that as more cases are examined, more important data would be collected for in-depth analysis, to find out more about CSR projects and programmes in the UAE.

3.3 Site and Subject Selection

The sites selected for this research are UAE organisations engaged in CSR/Sustainability projects, programmes and activity. These organisations were identified from some searches conducted by the researcher online to find companies that were dealing with strategic CSR in the UAE. Some participants also suggested other organisations that they believed would be relevant to the study as well. These organizations operate in a range of industries and sectors from public, private and non-profit organizations including, retail, construction, technology and NGOs.

The study is limited to the UAE with more focus on the emirates of Abu Dhabi and Dubai, as it is likely that these emirates will have the economies to support a wide range of CSR projects and programmes to examine. Moreover, it is important to take into account, that in terms of project management, the UAE is a prime site and location to base the study on due to the relatively high level of economic development and project-ised activities.

Approval was dependant on access granted by the organisations. The pilot study conducted early on was helpful as it demonstrated approval for interviews with 6 organisations, it enabled the researcher to learn that approval would vary and depend on the readiness of organisations to be involved in the study.

The research subjects were selected depending on their engagement in CSR. The study includes individuals that are involved with CSR at mostly the executive level, steering committee level and project manager levels. It is believed that the examination of these levels will provide insight for analysing CSR projects and programmes in the UAE. Moreover, these varied levels of

management authority will help to provide the required data on multiple perspectives and insights on CSR in the UAE. They also should reveal information on organisational project management and how CSR projects are managed in the UAE.

This subject selection is designed to provide data on how project-based CSR is in the UAE, which is a major objective of this research. External stakeholders such as consumers and employees from other departments who are not directly involved in the CSR projects and programmes are not included. This is based on the idea that their perspectives are only salient for this study when they are directly involved in the organisation's management of projects.

To really understand the subject's perspectives, establish case data patterns and be able to develop theory out of the data (multiple case study method), a large number of subjects were included in the study. Approximately 30 subjects were interviewed for the study. The number allows for some level of generalisation and theory generation from cases at the data analysis stage (Yin, 2009; Stake, 1995). The themes generated by the multiple cases are considered to be more robust (Herriot and Firestone, 1983; Eisenhardt, 1989).

Involvement and role of researcher in study

It needs to be noted that the researcher is a UAE National who is considered to be a part of the Emirati youth. This however, does not blind the researcher to shortcomings and perceived faults relating to CSR in the UAE, on the contrary, the researcher believes that this is what helps us to appreciate the developments in CSR that were not expected. The researcher has also included cases where CSR was indeed found to be philanthropic as it is the reality of the situation, the

literature argues that CSR is mainly philanthropic with no mention of strategic CSR in the region, however, the researcher uses this study to shed light on the fact that currently, and from the sample examined, it seems that more organisations are heading towards strategic CSR, a type of CSR that serves both their goals and contributes to societal developments. The presence of philanthropic CSR is still felt and cannot be disregarded, and based on the researcher's experience it is believed that philanthropic CSR in the form of charity and donations will always be present in the UAE, a country with strong traditional and religious ties to giving.

The researcher was also a participant observer in the CAP case study, which involved the management of youth engagement programme designed to educate and skill young UAE nationals on sustainability and project management. In this regard, it may be argued that the researcher might be biased to the perceived success of this programme. Nonetheless, the researcher has ensured that the tangible benefits were examined and highlighted such as financial gains and actual certifications relating to project management. It must still be noted that the non-tangible benefits such as knowledge-sharing were personally perceived to be the truly transformational features of this programme.

Loss of subjects

It was understood that access to CSR projects might be lost and so alternative projects may have to be considered. It is always possible that projects could be stopped before access, or that the access granted is later revoked in some cases. Moreover, it was not guaranteed that each case will allow for follow-up with subjects, depending on the organisation's commitment to the study, it also is possible that access to individual subjects may be lost along the way. In the interview

study, there were a number of organisations that declined the invitation to participate in the research. However, the case study did not experience any major problems of access or loss of subjects.

Access to required documents

Access to required documents was variable and dependent on the organisations.

Some documents were accessible to the research whereas others were kept confidential. The pilot study conducted and a previous empirical study on CSR provides an example of access difficulties. Out of six organisations involved in the pilot CSR research, one denied access to training material. An interviewee from a logistics Company D provided rich and useful data through an interview, however a request to access some CSR training material for employees, which was discussed in the interview and could provide more insight on Company D's CSR activity, was rejected. In contrast, a study conducted on CSR with consulting firm P, permitted access to required documents such as previous CSR activity surveys. Similarly, consulting firm C also allowed generous access to the firm's documents and even interviews during the period that the researcher had intern status. Thus, access is partly dependent on the level of involvement the researcher has with the organisation as well as on the level of access the interviewees decide to give the researcher.

The research study does not examine CSR in the areas of the supply chain, external stakeholders and routine business operations. It is evident that these areas are vast and cannot be covered in this study of internal organisational project management. These topics are less directly involved with the understanding of CSR this thesis aims to achieve. This scope allows for focus and

narrowing down on the research problem investigated. Additionally, not all CSR topics mentioned in the literature have a strong presence in the UAE. For example, Blowfield and Murray (2008, p. 24) identify various “Prominent areas of CSR activity today”, however not all areas are applicable to the UAE. Areas identified include: “business ethics, legal compliance, philanthropy and community investment, environmental management, sustainability, animal rights, human rights, worker rights and welfare, market relations, corruption and corporate governance”. Although many of these areas are focused upon in different parts of the world, areas such as animal rights are not so prevalent in the CSR scene of the UAE. Thus, areas not current in the UAE did not constitute part of the planned empirical case research.

Ethical considerations

The main ethical issue identified with this research design, is the validation of findings. As mentioned, this issue dealt with by using triangulation as suggested by authors (Stake, 1995; Yin, 2009). This is also helps with the capacity for making tentative generalisations.

Another ethical issue considered is interpretation. Stake (1995, p. 9) stresses, “Interpretation is a major part of all research.” It is always a risk that researchers may sometimes hasten to interpret and make conclusions. Also, it must be acknowledged that different interpretations and other points of view must be considered and expected to co-exist. To overcome this issue, Stake (1995) suggests adopting a manner of patience and reflectiveness; in other words, not to rush and make conclusions. He states (Ibid, p. 12) “An ethic of caution is not contradictory to an ethic of interpretation.”

Issues with subject participation such as subjects withdrawing from the study were not encountered, however in one interview a participant asked that another colleague join the interview and replace her as that colleague was believed to have more information on the CSR operations. In this case, the change of participant was more informative for the research and the initial participant felt more comfortable.

Issues of confidentiality, transparency and ethical treatment for both individuals and organisations involved in this study have been considered. Before the interviews, participants were routinely informed that the names will remain confidential and a request to record the interview is made to ensure accuracy and greater transparency of the process of data collection.

All names in this study represent the organisations but are fictional to ensure confidentiality of participants and organisations. All interviews have been treated equally and transcribed in the same manner. The same approach applied to the case study, where the names of individuals and organisations involved are kept confidential. The request to access and examine the CAP programme and include it in my PhD thesis was made from the beginning to both the organisation and its parent company to ensure transparency of the study and ethical access to data. The CEO was aware and supportive of this case research. All organisations involved in the projects were treated equally and included in the same manner. With no special emphasis given to any individual project. Furthermore, in relation to future publications that arise from this study, gatekeepers responsible for overall research access will be contacted again and asked if they wish to have their organisation's name mentioned as was the case in a previous study conducted by the researcher, where the organisation was willing to have their name included in a

book chapter publication. If, however, this is perceived by editors or reviewers to create any conflict of interest in the published work, then the names of organisations will not be mentioned.

It is also worth noting that the researcher applied for ethics approval at the University before starting the formal data collection. This is a standard process that is mandatory at the University, where the researcher must provide information on data collection including, ethical considerations, duration of the project and sample size on an ethics application form that is presented to the research committee and subject to formal approval. It also includes a declaration by the researcher, that is signed confirming that he/she are aware of possible risks related to the research and obligations towards the participants and parties involved.

Once the research study was approved by the committee, interview invitation emails were sent out to the identified participants. At the beginning of each interview conducted by the researcher, it was explained to the participant how confidentiality would be maintained as the basis of their individual and organisation's participation in the study. After this formal arrangement was made clear, permission to digitally record the interview was requested and it was explained how the interviews would be transcribed and used in the researchers' PhD thesis and for academic publications, and always in a form that is non-attributable to the participants. All of the participants interviewed by the researcher kindly gave their consent to these grounds for their involvement in the study.

Time period

The study focuses on the present status of CSR in the UAE. The past of CSR and the UAE is considered, however the study is not engaged in Futurist research. The study aims to concentrate on the present and near future: 2014-2021.

3.4 Data Collection Methods

In terms of method, the case study approach is more appropriate than others because sets of interviews were conducted on CSR in specific organisations; it is more suitable to look at these sets of interviews as case data rather than just standard interviews. Traditional interviews in a wider sample of organisations would be more suitable if the data was not so specific to particular organisational contexts. The way CSR is understood in case P is likely to be specific to case P and so it is more feasible that each set of interviews will be considered representative of their particular case organisation. The case study approach acknowledges the distinctness of each organisation and its management of CSR activity. The qualitative approach is believed to be the best approach as it does really allow us to understand perceptions on CSR in the UAE, this has allowed the researcher to identify the shift in perspective from traditional CSR to modern or strategic CSR. It is believed that a quantitative approach would not have revealed as much or to what extent CSR has developed as it does not provide proximity with the knowledgeable subjects, it is this realization that also lead to the further examination of the developed management of CSR through projects and programmes in the UAE. A shortcoming associated with the case study approach is that of scientific generalization, however, analytical generalization (Yin, 2010) generalizes theory from a case to the developed theory, allowing for the expanding of theories and propositions.

Case data was collected via semi-structured interviews with selected subjects. A list of CSR project-related questions was given to the interviewees. The interviews allow for rich data extraction as well as proximity to the case subjects and their work contexts (Stake, 1995). It is expected that themes will emerge from the cases (within cases and between cases) that might allow for generating theory. In terms of case study, it is also anticipated that some CSR programmes and

projects depending on the nature of CSR, will be complex. Hence, treating the CSR activities as cases should help with examining this complexity (Stake, 1995).

To help analyse the data collected, the computer assisted qualitative data analysis package NVivo was used. Yin (2009) stresses that NVivo can be used to assist in coding and identifying data but will not analyse data. Nonetheless, the tool is useful for coding and finding themes between cases, creating data displays (flowcharts) and tabulating frequent terms (Yin, 2009: Stake, 1995).

Yin (2009) presents “Four General Strategies” in analysing case study evidence, these include depending on theories, describing the case into a framework, using both qualitative and quantitative data and testing opposing justifications. The author concentrates initially on the first strategy, as the case study design and overall research goals are based on the theories examined. Yin (2009, p. 130) describes this as “...a theoretical orientation guiding the case study analysis”. Likewise, the case studies for this research have stemmed from examining CSR, project management and the neo-institutionalist literature and so the theoretical framework also supports this method of analysis (Smets et al., 2012).

Finally, Stake (1995) and Yin (2009) acknowledge the benefits of triangulation to validate findings from multiple sources. As suggested by the authors, triangulation will be applied to this study. Tellis (1997) believes triangulation is necessary to validate the methods used, especially in case study research, which has been criticised over its difficulty with generalisation. Nonetheless, as this study examines several cases using qualitative methods, the use of multiple

sources of data is one means of data validation (Yin, 2009). Hence, triangulation through multiple data sources is practiced to ensure validity and facilitate generalisation.

To analyse the data collected for the study, all 29 interview transcripts from the 3 sets of data collected over 2011 – 2016 were uploaded on to Nvivo software. The 29 interviews include a set of 15 interviews which were conducted by a team of researchers working with the supervisor, Professor Ashly Pinnington, and colleagues Professor Mine Karatas-Ozkan and Dr. Katerina Nicolopoulou from 2011 - 2012. The team of researchers included Najia Malik and Vajiheh Sajadi Far. As the interview data is regarded very relevant and informative on CSR, approval to access the transcripts was kindly granted from the team. The second set of interviews were conducted by the researcher and include data collected from 14 interviews over 2013 to 2015. Combining these interviews from the different periods has provided us with a longitudinal set of interviews that gives a feel to and informs on the development of CSR in the UAE over time.

It is worth noting that the interviews are all treated as one data set because of the continuity in the number and style of questions with some few changes made in the questionnaire in the later period. The 30th and final source of data in this research study is the 6 month case study undertaken by the researcher as a participant observer and project manager for an annual strategic CSR programme which was aligned to the United Nations Development Programme (UNDP) whilst run in the UAE and led by a local organisation.

Firstly, data from the interviews was coded using the “Grounded Theory Coding” approach (Corbin and Strauss, 1990). This approach involves breaking down and categorising the data into

codes in order to derive a theory based on analysis of the data. Coding via Nvivo software allows the researcher to create “nodes” during processes of open-coding, which represents the different codes used to categorise and classify data from the interviews. This is the first step that later on leads on to identification and comparison of similar patterns and associations between the different sources of data. This open-coding approach was applied to all 29 interviews, where each interview was carefully read and coded by the author to create nodes in Nvivo. To elaborate further, Corbin and Strauss (1990, p. 74) state that “Open coding in grounded theory method is the analytical process by which concepts are identified and developed in terms of their properties and dimensions.” Moreover, Flick (2009, p. 301) adds, “The result of open coding should be a list of codes and categories attached to the text”. A total of 223 open codes were created in relation to the data from the interviews (Appendix 7).

Next, after open-coding all interviews, selective coding was employed to further classify and develop the codes into more general concepts. Flick (2009, p. 312) states “This step elaborates the development and integration of it in comparison to other groups and focuses on potential core concepts or core variables.” Thus, selective coding is used to achieve core categories, these would be represented by “parent nodes” in the Nvivo software, encompassing the previously identified open codes into core concepts detected from the data. As described by Flick (2009, p. 307) “But the process of interpretation begins with open coding, whereas towards the end of the whole analytical process, selective coding comes more to the fore. Coding here is understood as representing the operations by which data are broken down, conceptualized, and put back together in new ways. It is the central process by which theories are built from data.”

In this study, the selected codes built from the data include, CSR issues, CSR strategy, Education, Global CSR, Government, Implementing CSR, Leadership and Project Management. These 8 selected codes represent the core concepts constructed from coding the data. Every selected code groups the previously open coded categories to form the core concept. Moreover, Strauss and Corbin (1998, p. 424) state that “Selective coding is the process by which all categories are unified around a central “core” category and categories that need further explication are filled-in-with descriptive detail.” The selected codes are referred to in Figure 29 and further discussed and analysed in the following section.

It is also important to note that, as mentioned by Corbin and Strauss (1998, p. 424); it is possible that “the core category might emerge from among the categories already identified, or one might find that another more abstract term is needed in order to explain the main phenomenon.” This statement helps understand the process of selective coding and its role in identifying core concepts and the different ways they can emerge from the data. Also, the authors highlight the important use of diagramming for “integration of categories”. Diagramming was employed in the process of selective coding and was also useful in initiating the next stage of analysis; theoretical categories.

Theoretical coding is the final step and involves creating theoretical categories from the selected codes stemming from the data. This step further elaborates on selective coding and enables the grouping of selective coding into theoretical categories as needed. Kann and Parry (2004, p. 473) describe the process of theoretical coding “...the conceptualization of categories and the relationships between them. The consideration of a range of theoretical coding techniques

enabled the researcher in the present study to remain sensitive to render explicitly the subtleties of relationships in the data. It is also important to note that the coding techniques are flexible and may overlap considerably with each other. Categories were compared and abstracted further through the use of memo writing and open and theoretical coding until all the categories were saturated; that is, no new categories relating to the emerging core category or main theme emerged. The result was a dense, rich theory, which integrated the categories and explained points of variation.”

The categorising of the theoretical codes resulted in four categories in total. These include CSR Nature, CSR in the MENA, Putting CSR into Practice code and Project Managing CSR. These categories were analysed with thematic analysis to further compare our findings with findings from the literature review. The categories were also then visualised into axis diagrams to illustrate further the findings analysed from the data, this provided a helpful way to view the results. Hence, each theoretical category was drawn up against a qualitative summary diagram, this resembles an axis diagram that includes both codes that have been characterised under each category. For example, the “Putting CSR into Practice” diagram, includes the 2 codes identified from the findings to influence CSR practise, in this case, Government/Industry relationships and Leadership. The diagram includes these 2 codes as poles that form an axis on which our cases can be further examined and understood. The careful placement of the cases on each diagram was based on the findings derived from the data collected through the interviews; a summary of the concepts and the cases from the interviews is included in Table 5 (Concepts and Cases Summary in the following chapter).

4. Analysis of Interviews

The following chapter provides an analysis of the data collected from the 29 interviews. The chapter will illustrate the processing of data through Nvivo software and the concepts and themes that have emerged. The chapter is structured as follows:

- I. Selective codes
- II. Theoretical Categories
- III. Thematic analysis

4.1 Selected codes

To start the data analysis process, the interviews were coded via Nvivo software under several categories as selected nodes. The selected nodes, as illustrated in Figure 29 (below), represent the prominent categories derived from the interview data. The codes will be discussed further in the following sections.

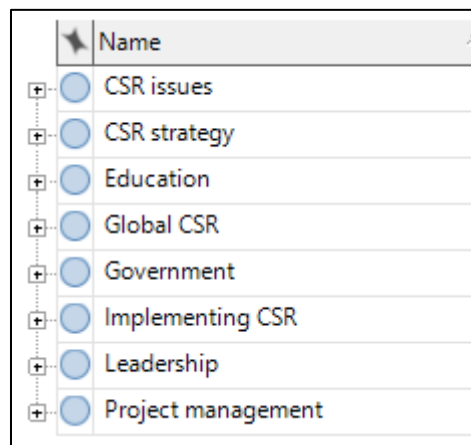


Figure. 29 Selected Codes (Tree nodes)

4.1.1 CSR Issues

Definition:

CSR issues refers to problems or areas in society that are supported by organisations taking accountability for them. These issues tend to be selected from a range of causes that are current and can range from blood donations, recycling campaigns, promoting transparency to youth engagement. The issue is adopted and supported by the organisations as part of their CSR agenda or campaign.

It is considered that the nature of the organisation and its CSR strategy and outlook dictate the nature and complexity of the CSR issues adopted in the organisation. Many of the interviewees in the sample of organisations tend to have a purpose for their CSR activities, for example, some aim to achieve overall sustainability within all operations and increase efficiency via adopting CSR practices through strategically relevant CSR and sustainability programmes. Whereas, some other organisations interviewees explained that while they still regard CSR strategically it is with a less complex intent such as increasing sales, cutting down costs and improving image through adopting CSR issues relevant to the public. CSR issues can be defined as global or local matters and concerns that are adopted by organisations as issues to contribute towards as part of their CSR operations.

Variation:

Variations on the concept of “CSR issues” mainly refer to the different issues associated with CSR when discussed by the interviewees. For example, in the context of CSR, one interviewee describes identifying these issues as “Human rights and labour standards.” Similarly, in the case

of human rights, another interviewee described health and safety issues in relation to construction in the communities.

Breast-cancer awareness and blood donations are mentioned as annual regional CSR drives in one particular organisation. It is interesting to see that there is an awareness of the need to address other issues, rather than the important but standard issues such as breast-cancer awareness and blood drives. These issues are very important however, it is implied that other prevalent issues also need to be identified and addressed. It is worth noting that at the time of the interview (2012), there is an awareness of the type of CSR issues addressed by the organisation. Below are some quotes from the interviews that exemplify the concept of “CSR Issues”.

Illustrative Quotes:

“...response to legitimate concerns from major and human rights NGO’s about oil and gas and mining industries and how their security arrangements were leading to abuses of people’s rights.”

“....we have done a number of trainings around different topics which cover wellness, health and safety, energy efficiency, water, whatever that might be.... So that's one of the things which we do in terms of raising awareness and ensuring that best practices are kind of passed across businesses.”

“... They have to be aware that your policies have impact on the society as well, and you have to pay attention to this....and that's part of sustainability, being sustainable, being

able to achieve profits at on the long run.”

The meaning of the concept and its relevance to other concepts:

The meaning of the concept is further emphasised by the quotes above, showing that CSR issues vary across a range of relevant and current happenings globally and locally. Depending on factors such as organisational nature, goals and strategy, or the lack of strategy in terms of CSR, different issues are selected for the CSR agenda of the organisation. This concept is particularly relevant to the other concepts identified such as the CSR strategy, leadership, implementing CSR and project management. As mentioned, the CSR issues adopted by an organisation are usually influenced by the CSR strategy, the nature of the CSR issue also dictates how it is implemented, with some issues better addressed in a project-ised manner. Similarly, with CSR strategy, the leadership concept also influences the CSR issues selected to become CSR projects and programmes, leader’s beliefs and vision tend to play a major role on the CSR issues taken on by an organisation. The same also applies to governments, so with this concept, in some cases government can have an effect or influence on CSR issues taken on by organisations. For example, the UAE government has introduced the concept of Emiritisation, which addresses the issue of including Emirati employees in the private sector; this has encouraged some organisations to make a greater effort in employing UAE nationals.

Furthermore, CSR issues can stem from local or globally trending concerns; this relates the concept to Global CSR, where some issues that are relevant globally can be adopted at a local level.

The meaning of the concept and its informativeness and relevance in answering the research questions:

The concept of “CSR issues” is relevant to helping answer the research questions and gaps in the literature that the study identifies. The concept highlights the range of issues addressed by organisations in the UAE from different sectors and sizes. It has shed light on the fact that although some issues are more philanthropic in nature, in many other cases the issues are strategically chosen for their appropriate “fit” with the organisational goals and strategy, resulting in a CSR agenda that addresses and benefits the issues of society and the organisation.

The interviewees discussing this concept provided varied views on the subject, which contributes to the gap in literature on current views of CSR in the UAE. The CSR landscape in the UAE is implied to be quite simple and philanthropic; but examination of this concept by the study illustrates that there is a complexity and strategic orientation in the selection and approaching of these issues that has not been examined or touched upon in current literature.

The concept addresses the research questions on the nature of CSR activity in the UAE, the strategic orientation of CSR in the UAE and the project management of CSR in the UAE. Thus, the concept provides current and fresh perceptions that were not previously found or even included in literature on CSR in the UAE or the MENA.

4.1.2 CSR strategy

Definition:

CSR strategy is defined as the approach taken by organisations in terms of CSR purpose and plans. The CSR strategy can be aligned with the overall strategy or in some cases, CSR is approached separately. The strategy comprises of the organisational agenda and vision in terms of CSR. The way CSR is viewed by the leaders and the nature of the organisation, can determine which CSR strategy is taken and how far the CSR strategy is aligned and integrated with overall organisational goals and strategy. The CSR strategy is used to put into place the plans, projects and programmes dedicated to CSR in the organisation. The strategy concept indicates the understanding of CSR in organisations.

Variation:

Approaches to CSR are varied between the cases represented in the interviews. However, the majority take a strategic and socio-economic approach to CSR. In some cases, the CSR strategy is implemented and measured via a balanced scorecard, CSR matrix, Index and KPI's implying that CSR is monitored with specific goals and purposes.

Many of the organisations have a “no-charity” strategy for CSR. These are organisations that look at CSR beyond philanthropy and donations, they have strategically aligned and integrated CSR with overall organisational goals to achieve the most benefits.

However, this is not the case for all organisations. Some still look at CSR through the charity-lens, they allow employees to dedicate hours to pro-bono and charity work. The CSR strategy is

driven from HR or marketing departments rather than through higher positions or in an implicit manner, this is regarded as a less strategic approach, as CSR is more separated and aimed externally. Whereas, with the more strategic cases, CSR is implemented internally within operations to provide both internal and external benefits. Similarly, another case emphasises that CSR needs to be a part of all operations and not just PR.

Illustrative Quotes:

“If you want it to be embedded within the company, as a top priority, and that strategy, you have to be there within the operation, you can’t be within a team as a PR person...”

“Like in the past, we used to do a lot of...CSR Philanthropy, but that’s what we used to do, just writing out cheques to organisations. Until we realised that we were not really making an impact in the community....which is why we decided to have more focus, and more alignment of that strategic pillars.”

“I do think that...there is an absolutely natural progression in the way a company thinks about CSR...The first phase is very much a simple, philanthropic donation community activities, then as a company becomes more sophisticated”

“The other main pillar is prosperous communities...we talk about the add value of the socio-economic impact from creating jobs to creating a model to measure our sustainability in CSR or our socio-economic impact to the well-being of the community”

“We don’t accept donations, and that was a strategy from the beginning”

“You cannot really have a separate CSR approach by every vertical, so it’s more integrated right now, its one direction, where all the company’s going.”

“The successful companies are the ones who are able to align and make the sustainability strategy and the overall business strategy one, one thing together, not separate, not parallel things running, one parallel thing together.”

The meaning of the concept and its relevance to other concepts:

From the interviews, we can see that the meaning of CSR strategy refers to the approach selected by the organisation for implementing CSR. It is a very relevant concept to the study as it illustrates the way the organisation’s leaders and managers perceive CSR but also the process or system established to implement, monitor and measure CSR impact.

In terms of its relevance to the other concepts, it is apparent that the CSR strategy is driven from leadership and is influenced by government decisions. The strategy represents the approach taken to tackle CSR issues and implement them, in the majority of cases this is through projects and programmes that are measured and monitored to ensure strategic alignment. The education and awareness related to CSR could direct the strategy taken.

The meaning of the concept and its informativeness and relevance in answering the research questions:

This concept is particularly relevant and informative on the current state of CSR in the UAE. The

CSR strategy an organisation adopts, reveals how an organisation views CSR and the degree of alignment with goals and overall vision. It also reveals at what level the strategy is applied. This sheds light and provides knowledge on the state of CSR in the UAE, which is vague and often depicted as misunderstood in current literature. It is actually an area that has not been properly addressed by researchers and so this concept provides insight on the subject. It is also provides prime examples on the CSR activity in the UAE and the region.

4.1.3 Education

Definition:

Education is defined as the awareness surrounding CSR as a concept in organisations today and the issues related to it. It also refers to understanding and engaging with CSR, with a key role in the development of CSR in the region. The role of education is two-fold in the sense that organisations and employees needs to be better informed on the concept of CSR and the issues related to it in order to be able to implement CSR in the most effective manner. In the another sense, CSR is an effective means of tackling education issues in the Middle-East, through CSR projects or programmes that aim to improve education or even educating youth.

Variation:

As stated in the definition section, the concept of education is mentioned in two different ways by the participants. In some cases, the role and importance of education in the development of CSR in the UAE is emphasised, whereas, in other cases education is mentioned as a CSR issue within the organisations agenda which is addressed by the various initiatives put in place.

The role of education in helping organisations to understand the concept of CSR is highlighted as essential by some as it helps ensure that all employees of the organisation understand the value of CSR and its purpose. Moreover, it is recognised as a means of knowledge transfer and sharing of best practices between stakeholders. It helps keep all stakeholders on the same page when it comes to the CSR agenda and helps create a holistic view on CSR for the organisation.

Some interviewees also acknowledge that education is a responsibility that organisations can take accountability for through their CSR agenda. They inform, educate and raise awareness on various issues through training sessions and even teaching in various schools and universities. It is seen as a CSR initiative to empower through education.

Illustrative Quotes:

“We’ve done a huge amount of work on the Emperor structure site, and we have developed packs which are aimed at trying to engage people, schoolchildren, to understand the types of things that we have to do in the engineering sector to actually make something like a huge sports event come to life.”

“We developed an e-learning module on CR, which is online....That is a 45 minutes module basically, what is CR? What isn’t it? ... You have to write an e-mail, as part of the module, saying “I will change...”...and that then goes into your PDP (personal development plans) and that has to be reported on and monitored.”

“So, CSR is not anymore CSR, it’s a kind of a cross-cutting initiative and with this, we tried to link what we are doing in education with what we are doing in creating employment, with what we are doing with the innovation of the software.”

The meaning of the concept and its relevance to other concepts:

From the interviews, we can see that the meaning of education is varied across the different cases. Nonetheless, its relevance in the area of CSR cannot be denied. It is both a driver and a case for CSR. The concept of education is emphasised in terms of informing and creating awareness on the concept of CSR and its issues. It is needed for the developing of CSR in the UAE, throughout all levels. It is mentioned in terms of all stakeholders; such as internally (employees), externally (the public). The role of educating managers and employees on the potential of CSR is also needed to help understand that CSR has a role to play in achieving strategic organisational goals.

In terms of relevance to other concepts, education can be described as a driving force for CSR. The CSR strategy and issues selected by leaders of the organisations stems from their education and understanding of CSR. This in turn dictates the implementation of CSR projects and programmes. Education is also an issue that is emphasised by the government in which organisations can address through CSR, education also helps inform on CSR globally and local in terms of current issues and concerns.

The meaning of the concept and its informativeness and relevance in answering the research questions:

The concept of education is informative to the issues addressed by the research questions, in the sense that it highlights the role of education in understanding the way CSR is perceived in the UAE. It also highlights the areas where an improved understanding of CSR and CSR issues is needed for the overall development of CSR in the UAE. Furthermore, the role of education highlighted by the majority of participants also illustrates an understanding for the potential of CSR, providing insight on the current state of CSR in the UAE. The accounts of knowledge sharing and skills transfer illustrates the more sophisticated role of education seems to have in organisations with developed CSR in the UAE.

4.1.4 Global CSR

Definition:

Global CSR is defined as issues and mechanisms of CSR that are used in other countries. CSR in the UK is mentioned in particular amongst this sample of research participants. There is awareness on issues and CSR trends or developments that are taking place abroad. It is also defined as a subject of comparison between the type and level of CSR activity taken up by global organisations in the UAE and global organisations CSR activities abroad, or in their home countries. Some organisations seem to select and apply global initiatives only, without taking into account local and more sustainable initiatives. The concept relates to the status of CSR in the UAE and other countries around the world.

Variation:

Some participants find that CSR globally, particularly CSR in the UK is more advanced than CSR in the UAE. In the sense that, there is more, to learn and improve on from cases abroad than there is from cases locally. Global CSR is acknowledged as a means for comparison and benchmarking to help CSR in the UAE develop to a higher level. Cases from less developing countries such as Sudan and Guatemala were also mentioned in comparison to CSR in the UAE. On the most developed, Denmark and Sweden were identified, showing an awareness of CSR status globally.

On the other hand, concern expressed over international organisations level and nature of CSR activity in the UAE compared to their CSR operations abroad was evident amongst the majority of participants. There is a strong stand voiced against the way international companies in the UAE run CSR globally compared to how it is run locally. Locally, the companies seem to go for comparatively trivial and basic CSR activities rather than the complex and strategic CSR projects and programmes run in other countries. Moreover, the need for customisation of CSR operations to cater for local issues rather than global and perhaps less connected greater issues is also an area of concern among participants.

Illustrative Quotes:

“Dubai Customs has moved on from strength to strength. Today the lady tells me that they have had now the courage to apply for every award on the global scene, and on the local level, to do with sustainability and CSR.”

“It’s a huge multi-national bank with a huge climate change policy outside the region, so you’re telling me that you talk about climate change in the UK or the US, because the government push you to do that, but because you don’t have a proper watch dog in the Arab world, you come and tell me (helping the environment by saving paper) ... that’s an insult to my intelligence.”

“And the only way to be able to produce that insight is by getting the data from the GCC itself, because we believe... we shouldn’t be copying and pasting good practice solutions from other parts of the world, they have to be solutions that are born generically within this region.”

The meaning of the concept and its relevance to other concepts:

The concept of Global CSR is associated with the CSR activities in countries globally. In particular, CSR models in the UK, Denmark and Sweden have been identified as examples of best CSR practice by some of the participants. It is reassuring to see that there is an understanding and acknowledgment that CSR in the UAE is developing to meet global standards. In one case, it was mentioned that some organisations in the UAE are encouraged to apply for the UN Global Compact to keep in line with Global CSR criteria.

This directly relates to all other concepts identified. In terms of government and leadership, Global CSR standards and cases are being employed as benchmarking tools to improve CSR status in the UAE. Furthermore it is associated with the education concept by illustrating

awareness and eagerness to share and improve on knowledge of CSR through looking at cases in more developed countries. There is also an awareness on the relevance of CSR issues and strategies undertaken by international firms, it is implied CSR is implemented differently abroad with more strategic projects and programmes in comparison to the basic activities run as part of CSR locally.

The meaning of the concept and its informativeness and relevance in answering the research questions:

Global CSR is of particular relevance and importance to the study and directly contributes to findings related to the research questions. The research questions address how CSR is perceived in the UAE in comparison to the way it is perceived in other countries, particularly in the UK. It is interesting to see that the UK is regarded as a benchmark for CSR activity. Even more so, developed countries such as Denmark and Sweden are also acknowledged as top cases in the field of CSR.

Furthermore, the concern voiced over the lack of strategic local CSR activity being undertaken by international companies is very important. This emphasises that CSR is actually well understood by the participants of the study and that there is more knowledge of the concept than is depicted in current literature. This sheds light on the fact that there is a diverse understanding of CSR and the levels of strategy related to it.

4.1.5 Government

Definition:

Government is defined as a regulator and enforcer of laws to ensure that ethics and legal issues are considered. The role of government is considered central to the way CSR is taken up and conducted in organisations. It is also regarded as an institutional driver in terms of influencing CSR development through laws and regulations. The acknowledgment of government and governmental institutions to current CSR practices is considered an important factor as it illustrates that the government does have an active role in developing CSR further in the UAE. Different governments also seem to have varied laws and regulations that may or may not have an impact on the way organisations conduct their business. In terms of CSR, this would relate to ethics and the “license to operate”.

Variations:

The government, has been mentioned often by the participants of the study in the context of CSR. In one case, it is believed that CSR needs to be positioned in a way where it is balanced; neither too high in the organisational structure, nor too low where it would be led in an ad-hoc way as part of another department. On the other hand, government responses to social issues is also pointed out; the way governments of the UK and US had come together with NGO’s to combat issues related to people’s rights. This highlights the government as a support mechanism and even a driver for CSR related issues on a larger scale. In a similar manner, the role of the government of Abu Dhabi in increasing regulations and laws related to ethics is highlighted and praised by several interviewees. Overall, there is a general agreement that governments play a major role in the development and nature of CSR in organisations. The laws and regulations they

put into place can greatly impact how far organisations take up CSR, especially in relation to ethics and keeping within the law.

Illustrative Quotes:

“It’s the license for the firm to operate...Annually renewable, with the right of the Executive Council, and corporate responsibility is key. It is a key component of that, particularly the promotion of I guess Arabisation of our workforce is a very important topic for them; and what contribution that we are offering beyond just simply taking financial work.”

“And that is very commendable, because that is coming from the top leadership requirement, as the government of Abu Dhabi has produced its sustainability strategy.... And that gives...a very positive light...And having the government on board, and with the top leadership...coming government sustainability, strategy, it means that organisations will have to do it by law as well.”

“I would love to see the government doing sort of....recognition programme for private institutes, evaluating their impact on the society....But a government could create a committee that evaluates the impact on the society....So sort of an evaluation and getting people on the go.”

“I believe you can go and download the survey from their website. In this survey, the UN interviewed a 1000 CEO’s, that’s a lot. And the majority of them agreed that the government needs to step in sustainability to make a difference.”

“I think in the UAE, the government is playing, in that particular topic, I think the government are playing a much more central role...So, often it depends on setting up the infrastructure to do it and giving them the authority that they need, and then various GCC countries are at different levels of doing that.”

The meaning of the concept and its relevance to other concepts:

Government as a concept is very relevant to the study and the other concepts identified. As with education, it is regarded as a major driver to the development of CSR in the UAE. Through mechanisms such as institutions, committees, laws and regulations, the government can have a direct and quick impact on the way CSR is conducted in the UAE. It is also a driver for the nature and type of CSR activities that organisations adopt. For example, the government, as an authority can set laws that help address local CSR issues. This directly touches on the other concepts such as CSR issues, Global CSR, CSR strategy, Implementing CSR and Project Management.

The government has the power to impact the selection of CSR issues to ensure that they are locally and not only globally relevant. They need to have an impact on the local community and environment. Additionally, the government laws and requirements can directly impact an organisation's CSR strategy, with laws, organisations are forced to have a strategy that serves at a governmental as well as organisational level.

In terms of implementing CSR, again government decisions if instigated as laws are likely to influence how and when CSR is implemented not only in organisations but also in the UAE generally. As the UAE is a dynamic business-hub with many operations carried out in a project-ised manner, the same would seep down to the organisational level where CSR is found to be project-managed.

The meaning of the concept and its informativeness and relevance in answering the research questions:

The concept of government is very informative in terms of helping us understand the structure and dynamics of CSR in the UAE. It sheds light on the way CSR is directed in the UAE as well as the nature of CSR activities that the country advocates.

It is significant as it shows how far the government can go to ensure that some CSR issues are addressed by organisations. As mentioned, Emiritisation is considered a social responsibility that involves including a larger number of locals in the workforce. The measures taken by the Government of Abu Dhabi to follow up on this during the license renewal process illustrates the power, commitment and interest of the government to enforce on such issues.

4.1.6 Implementing CSR

Definition:

This concept defines the mechanisms and structures used to implement CSR in organisations.

The implementation depends on the nature and level of CSR, with more complex CSR activities being implemented on a larger scale whilst simple or basic CSR activity is implemented on a smaller scale and shorter time-period. Mechanisms of CSR implementation refer to the way or process through which it is carried out in organisations. This could be through projects, programmes, policies or operations. The level at which CSR is implemented is also important; some firms implement CSR at an organisational level, whilst others may implement it through specific departments only.

Variation:

CSR implementation is mentioned in various ways by the participants, the majority implement CSR through projects and programmes. The level and nature of CSR is also varied but also implemented through the same mechanisms.

In some cases, CSR is taken into account across all operations. Similarly, in another case CSR is regarded as a company policy, giving a holistic approach and perspective on implementing CSR throughout the whole organisation. On the other hand, one of the participants has revealed through her experience that CSR can often be led by the marketing department and is confined to it. Hence, it is not aligned with the overall strategy but is employed for the purposes of marketing and PR.

Illustrative Quotes:

“We link Corporate Responsibility to operations. I mean that’s how we execute it”

“Well, as I said, we have a policy...and I act as a...for the policy and I make sure that people implement this policy, but externally also we have 3rd party that measure, they audit what I do as well, as MMM sustainability work.”

“The implementation is much stronger. So it is one thing to have a marketing department to write up visions and state one's and policies. But really, doing it in practice is another thing. So our programs are really focused on helping integrate in the business, implement and integrate in the business.”

The meaning of the concept and its relevance to other concepts:

Implementing CSR is an important and informative concept in relation to the other concepts identified. It is directly related to the CSR strategy and project management concepts as the data shows that projects and programmes are the most common mechanisms/structures through which CSR is implemented. It is also a strategic decision on how to implement CSR. The way CSR is implemented is also dependent on the nature and complexity of the CSR issues, with basic CSR activity such as blood drives being treated as a project and more complex activities as programmes. Furthermore, leadership and government also play a role in how far CSR is implemented due to the authority of these parties.

The meaning of the concept and its informativeness and relevance in answering the research questions:

Implementing CSR directly contributes to one of the most important research questions of this study; it reveals how CSR is implemented in the UAE. From the data set, we can see that projects and programmes have been identified most frequently amongst all the participants as a mechanism through which CSR is implemented. This brings us to the important finding that is in contrast to the belief that CSR in the UAE is unorganised as it has been shown from the sample examined that regardless of the nature and level of sophistication of CSR in a company, it is still run through some sort of mechanism, be it policy, operations or project. Thus, it is not carried out spontaneously and has structure to it.

4.1.7 Leadership

Definition:

Leadership is regarded as a key driving force behind CSR implementation. It is mentioned in terms of change and commitment to CSR. Leaders are often regarded as champions for CSR and change agents, wherein they are often the deciding point in an organisation when it comes to CSR. The beliefs and values of leadership also often greatly influence the degree to which it is adopted by an organisations. Those who are perceived as champions often champion the case of CSR due to their background knowledge and passion for CSR. Buy-in and added value of CSR need to be acknowledged by the leadership early on, for it to truly become part of a company's DNA.

Variation:

The participants share the belief that leadership is central to the inculcation, diffusion and success of CSR in an organisation. Leaders are mentioned as “CSR Champions” and change agents who display a great passion and commitment for CSR. Their beliefs are often what stimulates the diffusion of CSR throughout an organisation and show its value to other employees.

The leadership was described in all cases as showing commitment to CSR, it is emphasised that leaders need to embrace CSR themselves in order for it to be adopted in an organisation. In a few cases, CSR goals and KPI's are even set for the leaders of the companies itself such as CEO's and senior executives. Leaders who support CSR also empower employees to take on CSR; which flows through the organisation as a whole. Similarly, CSR is also discussed at the top-level with different chairs and committees instituted to engage all level of employees with CSR. All participants expressed a common perception that CSR cannot survive or thrive without leadership support.

Illustrative Quotes:

“Without feedback and support, you cannot go far. I mean you need that on leadership, you need that belief from colleagues within the company to make it successful.”

“This is what our CEO believes, and then this is what the organisation believes”, therefore it's more DNA like, business like.”

“It needs a serious commitment in the organisation, and it needs the commitment and the buy-in from the top...If there is no buy-in from the top management, it will not happen.”

“I mean to be honest, it often depends on the values and the drive at the leadership level of the organisation.”

Detailed researcher analysis and interpretation of the meaning of the concept and its relevance to other concepts:

Leadership is a concept that is intertwined with all of the other concepts, as it is a key force in implementing CSR. Leadership beliefs and values determine the CSR strategy and the CSR issues selected. Government and education can also influence the way leadership determines its approach to CSR. Additionally, implementing CSR and project-managing it is also determined by the way the leadership choose to take on CSR.

Detailed researcher analysis and interpretation of the meaning of the concept and its informativeness and relevance in answering the research questions:

Leadership as a concept sheds light to CSR implementation in the UAE. As it helps in determining the factors that affect how CSR is taken up in organisations based in the UAE. From the data it is evident that leadership is vital not only for the introduction of CSR to an organisation but also to its continuation and success. This is an important finding as it further contributes to the status of CSR in the UAE. It also shows the extent that CSR is supported by

leadership in the UAE and the type of CSR that is advocated by the leadership and top-level of organisations.

4.1.8 Project Management

Definition:

Project management is defined here as the process or structure by which CSR activities or initiatives are carried out. It refers to the mechanism employed by organisations to execute their CSR strategy and goals. Projects and programmes seem to be a common structure used to implement CSR related activities. Projects are considered to be smaller-scale activities with a less sophisticated nature, such as recycling campaigns, blood drives and beach clean-ups. On the other end, programmes are believed to be used for larger-scale and more sophisticated CSR. Project managing CSR allows for monitoring and measuring CSR; keeping track of investments, impacts and improvements to CSR outcomes.

Variation:

Project managing CSR activities has been mentioned by 99% of the participants. One particular interviewee tends to talk about policy matters rather than managerial. This highlights projects and programmes as a mechanism for implementing CSR.

Participants from interviews as early as 2011, speak about project managing CSR with emphasis on project coordinators, project requirements, conceptualization, budget and project design. The application of project management dimensions to CSR projects and programmes is evident amongst the cases examined. From the cases discussed in the interviews, the majority of CSR

activity is implemented via programmes. These include youth engagement programmes, waste management programmes and transparency programmes. Furthermore, the socio-economic impact relating to some CSR programmes is also mentioned, along with the measuring and monitoring that project management by LOGFRAME, ISO standards or KPI's. Even more deeply related to CSR is a case where employees are trained to take a project management certification PRINCE2. Thus, the degree of project managing CSR is varied, yet, it must be acknowledged that the majority of CSR activity, regardless of the complexity, nature and size, is treated and run as a project or programme.

It is worth noting that the mention of projects and the aspect of project management was not included in the interview questions for the interviews based in 2011 – 2014. However, interestingly, the reference to projects and programmes, has been made throughout all the sets of data and years this study encompasses.

Illustrative Quotes:

“So we ran these programmes “Train the trainer” programmes to integrate human rights into their training syllabus, which was quite a fantastic programme to be involved with. I was basically the project coordinator, liaising between us and the training provider, and did that for about two years or so.”

“Then we have got programmes. It's a programme oriented base. So all these programmes seek partnership and sponsorship. So when we look at a programme is a partnership of three years with that, two years of this, so you have the funding

needed to run some of the organisation....One of the things that we turned it into a resource bringing platform is the waste management programme. “

“Actually, if we get project people involved with project management, it is the ideal place for them. We have more than 37 projects every year. Each one is fully pledged. “

“...it will also allow you create a culture within the UAE and maybe the region to follow certain criteria, because we'll have very clear selection criteria based on program management, how they do things, how they monitor, and how efficient they are. And by doing so, we're trying to advocate for the best practices in the market.”

The meaning of the concept and its relevance to other concepts:

Project management as a concept reveals the way CSR issues and strategies are implemented. In relation to education, from the data it is evident that knowledge in the area of project management is valued, with roles assigned to project coordinators and managers in running CSR programmes. It also is related to leadership, as seen in some cases there is emphasis on project managing training that cascades down from the top-level. Project-ised activity is also considered as a governmental strategy, which the UAE uses routinely for running many programmes and projects.

The meaning of the concept and its informativeness and relevance in answering the research questions:

The project management concept is especially important to this study as it directly contributes to the theory on the association or relationship between project management and CSR. In the cases described, there is noticeable co-existence of the two dimensions for the successful implementation of activities undertaken. The projects need take into account the social impacts and gaps, and CSR is often managed through projects and programmes to help achieve socio-economic and not only social benefits.

This empirical data informs us about the status and implementation of CSR as well as the current CSR projects and programmes being run in the UAE that in some cases display a sophisticated and transforming level of economic and social impact.

4.1.9 Selective Codes and Definitions Summary

The table below recaps the selected codes analysed and discussed. Each selected code is illustrated with a key quote:

Selective code	Definition and Illustrative Quote
CSR Issues	<p>Definition: CSR issues refers to problems or areas in society that are supported by organisations taking accountability for them.</p> <p>“So there are probably – the two main regional drives that we continue to run, I think we’ve run a couple of years, one is a breast cancer awareness day....And the second one is these blood drives that we do around the region. So those would be the two that I would say are becoming sort of proper regional initiatives, and have got a track record now. But the challenge is to get other initiatives in that frame of mind, rather than just being run on a one-off basis.”</p>
CSR Strategy	<p>Definition: CSR strategy is the approach taken by organisations in terms of CSR purpose and plans.</p> <p>“You cannot really have a separate CSR approach by every vertical, so it’s more integrated right now, its one direction, where all the company’s going.”</p>
Education	<p>Definition: Contemporary level of awareness surrounding CSR as a concept in organisations and the issues related to it.</p> <p>“So, CSR is not anymore CSR, it’s a kind of a cross-cutting initiative and with this, we tried to link what we are doing in education with what we are doing in creating employment”</p>
Global CSR	<p>Definition: Global CSR refers to issues and mechanisms of CSR that are used in other countries.</p> <p>“So in terms of CSR at PPP, we obviously are part of a global organisation, and accordingly our strategy in CSR is defined at a global level, and also adopted as a Middle East firm level.”</p>
Government	<p>Definition: Government as a regulator and enforcer of laws to ensure that ethics and legal issues are considered.</p>

	<p>“Well you know, I mean, just to be opportunistic I think, I would accede that the effort doubling every five years. But this is just bearing in mind there is no formal intervention by the government...If say, it does eventually, I think it will be quicker than that.”</p>
Implementing CSR	<p>Definition: The mechanisms and structures used to implement CSR in organisations</p> <p>“The implementation is much stronger. So it is one thing to have a marketing department to write up visions and state one's and policies. But really, doing it in practice is another thing.</p>
Leadership	<p>Definition: Vision, values and commitment to CSR.</p> <p>“Without feedback and support, you cannot go far. I mean you need that on leadership, you need that belief from colleagues within the company to make it successful.”</p> <p>“This is what our CEO believes, and then this is what the organisation believes”, therefore it’s more DNA like, business like.”</p>
Project management	<p>Definition: Project management as the process or structure by which CSR activities or initiatives are carried out.</p> <p>“So what we have is our CSR program is linked to every single one of this unit. So in the first stage, we train them on project management, and we have the operation team dealing with them, providing them the knowledge. Then we train them on carbon reduction strategy - the technical team works with them. Then we train them on reporting and infrastructure.”</p>

Table 1. Selective Codes and Definitions Summary

4.1.10 Selected Concepts Summary

Concepts:	CSR Issues	CSR Strategy	Education	Global CSR	Government	Implementing CSR	Leadership	Project Management
<i>Definition:</i>	Problems or areas in society that are supported by organisations taking accountability for them.	CSR strategy is the approach taken by organisations in terms of CSR purpose and plans.	Contemporary level of awareness surrounding CSR as a concept in organisations and the issues related to it.	Issues and mechanisms of CSR that are used in other countries.	Regulator and enforcer of laws to ensure that ethics and legal issues are considered.	Mechanisms and structures used to implement CSR in organisations	Vision, values and commitment to CSR.	Process or structure by which CSR activities or initiatives are carried out.
<i>Variation:</i>	Awareness of addressing other issues, rather than the important but standard issues such as breast-cancer awareness and blood drives. Whereas these issues are important, it is implied that other prevalent issues need to also be identified and addressed.	Approaches to CSR are varied between the cases represented in the interviews. However, the majority take a strategic and socio-economic approach to CSR.	The role of education in helping organisations understand the concept of CSR is seen as essential	Customisation of CSR operations to cater for local issues rather than global and perhaps less connected issues is also an area of concern among participants.	General agreement that governments play a major role in the development and nature of CSR in organisations.	CSR implementation is mentioned in various ways by the participants, the majority implement CSR through projects and programmes. The level and nature of CSR is also varied but also implemented through the same mechanisms.	The participants share the belief that leadership is central to the inculcation, diffusion and success of CSR in an organisation	Project managing CSR activities was mentioned by the majority. This highlights projects and programmes as a mechanism for implementing CSR.
<i>Quote:</i>	"...we have done a number of trainings around different topics which cover wellness, health and safety, energy efficiency, water,	"You cannot really have a separate CSR approach by every vertical, so it's more integrated right now, it's one	"So, CSR is not anymore CSR, it's a kind of a cross-cutting initiative and with this, we tried to link	"So in terms of CSR at PPP, we obviously are part of a global organisation, and accordingly our strategy in	"I think in the UAE, the government is playing a much more central role...So, often it depends on setting up the	"We link Corporate Responsibility to operations. I mean that's how we execute it"	"This is what our CEO believes, and then this is what the organisation believes", therefore it's	"So what we have is our CSR program is linked to every single one of this unit."

	whatever that might be....”	direction, where all the company’s going”	what we are doing in education with what we are doing in creating employment”	CSR is defined at a global level, and also adopted as a Middle East firm level.”	infrastructure to do it and giving them the authority that they need”		more DNA like, business like.”	
<i>Relevance to other concepts:</i>	This concept is particularly relevant to the other concepts identified such as the CSR strategy, leadership, implementing CSR and project management	In terms of its relevance to the other concepts, it is apparent that the CSR strategy is driven from leadership and is influenced by government decisions.	In terms of relevance to other concepts, education is a force for CSR. The CSR strategy and issues selected by leaders of the organisations stems from their education and understanding of CSR.	Directly relates to all other concepts identified. In terms of government and leadership, Global CSR standards and cases are being employed as benchmarking tools to improve CSR status in the UAE.	Government as a concept is very relevant to the study and the other concepts identified. It is regarded as a major driver to the development of CSR in the UAE. Through mechanisms such as institutions, committees, laws and regulations	Implementing CSR is an important and informative concept in relation to the other concepts identified. It is directly related to the CSR strategy and project management concepts as the data shows that projects and programmes are the most common mechanisms/structures through which CSR is implemented.	Leadership is a concept that is intertwined with all other concepts, as it is a key force in implementing CSR.	Project management as a concept reveals the way CSR issues and strategies are implemented.
<i>Relevance in answering research questions:</i>	The concept addresses research questions on the nature of CSR activity in the UAE, the strategic orientation of CSR in the UAE and the project management of CSR in the UAE.	It is a very relevant concept to the study as it illustrates the way the organisations not only views CSR but also the process or system put into place to implement, monitor and	The concept is informative, in the sense that it highlights the role of education in understanding the way CSR is perceived in the UAE.	Global CSR directly contributes to findings of the research questions, addressing how CSR is perceived in the UAE in comparison to the way it is perceived in other countries	The concept of is very informative in terms of helping us understand the structure and dynamics of CSR in the UAE.	Implementing CSR directly contributes to one of the most important research questions of this study; it reveals how CSR is implemented in the UAE.	Leadership as a concept sheds light on the factors that affect how CSR is adopted in organisations based in the UAE.	The concept is especially important to this study as it directly contributes to the theory on the association or relationship between project management and CSR.

		measure CSR impact.						
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Table 2. Selected Concepts Summary

4.2 Theoretical Categories

Moving forward with the selected codes, they were further categorised under a set of theoretical categories (See Figures 30-31). The CSR issues and CSR strategy codes were categorised under the theoretical category of CSR Nature. The Global CSR and Education codes were categorised under the CSR in the MENA category, the Government and Leadership codes were categorised under the Putting CSR into Practice code, whilst the Project Managing CSR code encompasses the Implementing CSR and Project Management selected codes. The diagram below portrays the four theoretical codes and their implied relationships based on the definitions and interrelationships between the selective codes.

Putting CSR into practice

This category is regarded as the all-encompassing category, under which the rest of the theoretical categories and selected codes ultimately fall. The category is representative of all the elements that drive and effect CSR implementation such as government bodies, regulations, laws and leadership. It is also acknowledged that these parties are vital for strategic CSR to be put into practice and be aligned with organisational and national goals.

CSR Nature

The CSR Nature category is representative of CSR issues and strategies employed. It is found that the CSR issues will often influence the strategy and approach adopted.

CSR in the MENA

CSR in the MENA is the theoretical category that encompasses ideas of global CSR and Education, both of which were mentioned in the context of the MENA region.

Project Managing CSR

The last theoretical category labelled Project Managing CSR, is covering the implementing CSR and project management codes. From the interview data analysed, it is apparent that there is a strong association between CSR and project management. It seems that organisations and individuals tend to project manage CSR, regardless of the complexity of the CSR activity.

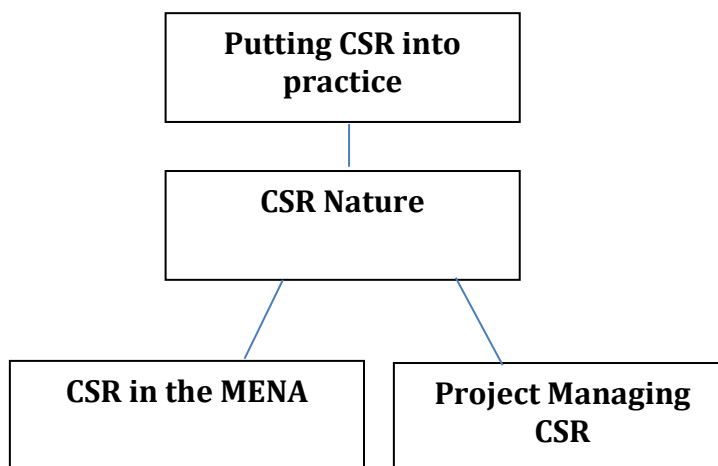


Figure 30. Theoretical Categories

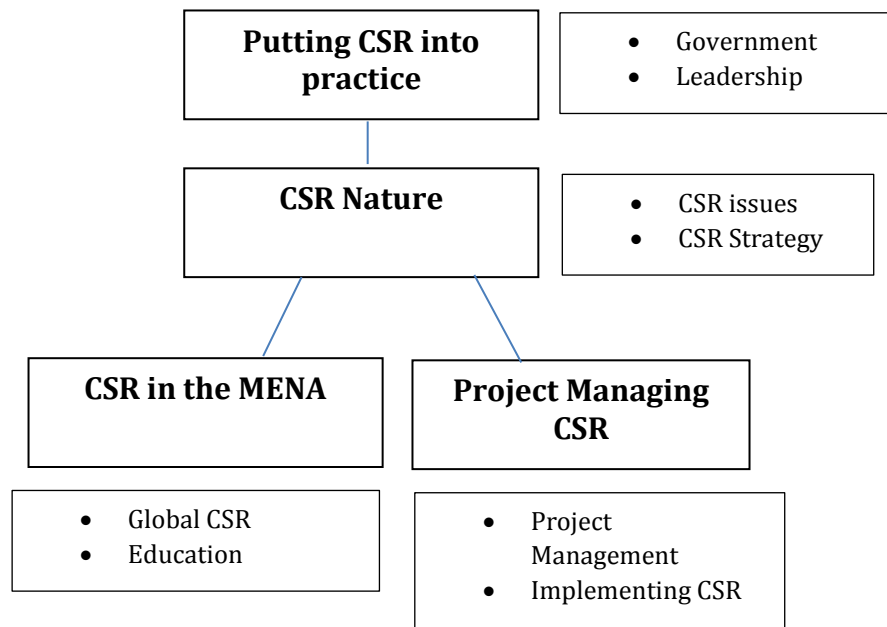


Figure 31. Theoretical Categories and Codes

4.3 Thematic Analysis

To further analyse the data, the literature previously examined will be reviewed in the light of the data found. Theories from the literature will be analysed and interpreted against each theoretical category and findings compared. The theoretical model will also be presented and discussed in light of the recent findings.

Theoretical categories as mentioned include:

1. Putting CSR into Practice
2. CSR Nature
3. CSR in the MENA
4. Project Managing CSR

4.3.1 Putting CSR into Practice

As mentioned previously, this category primarily refers to the influence of government entities and leadership on putting CSR into practice.

From the literature reviewed, and in line with the findings from the data analysis, leadership plays a vital role in the means and degree that CSR is taken up by an organisation. Stephenson (2009, p. 256) states; “The willingness of the organisation’s leadership to include CSR at all levels of operation facilitates the establishment of a culture in which CSR focus provides the organisation with a competitive advantage”. It is interesting to see that although organisational factors are not explicitly mentioned here as influencing CSR, they are very much associated with how CSR is practiced in organisations. Moreover, Virakul et al. (2009, p. 1991), suggest that

“...companies being successful in managing CSR activities could have their CSR values embedded into their work philosophy and culture by the founder and since the beginning of the organisations.”

Also, Mirvis and Googins (2006, p. 4) claim that “top level leadership appears on every industry and executive survey as the top factor for driving citizenship within a corporation.” This is in line with the beliefs of participants analysed earlier; as one of the participants frankly describes it, “...the way leadership decides it, that’s the way the ship is going to sail.” Furthermore, another participant states that “I mean to be honest, it often depends on the values and the drive at the leadership level of the organisation.”

On the Government’s involvement, from the literature reviewed there was not much available specifically on federal and local governments of the UAE being drivers, however from the cases examined, light is shed upon some of the laws and regulations set by the governments. Likewise, in the literature, the concept of laws for CSR is also discussed, Carroll’s (1991) CSR pyramid includes complying with laws in the first stage, it refers to economic and legal responsibilities. It highlights how organisations are required to be ethical and responsible by not breaking laws.

The UAE government, in recent times has also issued and communicated its Vision 2021 which is a strategy relating to sustainability. This is very important as it shows organisations that they are actually contributing to the national agenda as well and not only their own; “The UAE

Government wants to ensure sustainable development while preserving the environment, and to achieve a perfect balance between economic and social development” (Appendix 4)

4.3.2 CSR Nature

As this category refers to CSR issues and strategies, the literature reviewed on both concepts will be discussed in comparison to findings from the data. A variety of issues have been identified by the participants, their CSR activity and projects are aimed at the particular issue they aim to address. The issues mentioned vary in scope, from recycling to transparency; hence the nature and strategy of each issue is different. Similarly, in the literature reviewed, Sahlin-Andersson (2006, p. 596) states “In the wake of anti-globalisation movements and more specific critiques of specific corporations or industries, and at a time when the market strength of corporations is derived largely from brand image, there has been a need for companies to demonstrate an awareness of social, human and environmental issues.”

Moreover, Robertson (2009, p. 617) states, “The U.S. and U.K. models of corporate social responsibility (CSR) are relatively well defined. As the phenomenon of CSR establishes itself more globally, the question arises as to the nature of CSR in other countries.” The nature of CSR in the UAE, and even in the Middle East has been shown to be largely philanthropic (Jamali and Neville, 2011; Katsioloudes and Brodtkorb, 2007). Philanthropic CSR is a less strategic form of CSR, it can be described as the more “traditional” form that is more focused on creating social benefits (Quaizi and O’Brien, 2000). On the other hand, strategic CSR is a form of CSR that is intended to benefit society while creating some organisational value at the same time (Quaizi and O’Brien, 2000; Bhattacharyya et al., 2008). It has been described as part of the modern mind-set

of CSR (Quaizi and O'Brien, 2000) and has been found to be more common in Western countries such as the UK and the US than in the MENA region.

From the data provided by the participants, philanthropic issues are still addressed. It is acknowledged by the participants and the researcher that these issues will probably always exist due to the giving nature and religious background of this region:

“In most of the companies of the region this is how it is defined as philanthropy. Companies here they give to orphanages, they give to schools, they sponsor sports sometimes, and they think this CSR. Blood donation. Which all this has nothing to do with CSR. That is not real CSR at all, but that's perceived like this in this part of the world, unfortunately.”

“CSR tends to be very tailored in terms of their activities. A prime example of that is for charity raising projects. People from the Gulf are very happy to support fundraising effort, to support someone outside of their own country, or outside of the region for that matter. Whereas people in Egypt or Levant are more likely to want to support someone in their own country.”

Nonetheless, it must be noted that there is evidence that strategic CSR does exist and even thrive in the MENA region, and particularly in the UAE, especially in the recent years. The last set of interviews conducted in 2015 – 2016, show a more sophisticated and strategic take on CSR, only one of the 9 interviews dealt with issues that are more philanthropic in nature such as blood

donation. On the other hand, the majority of these interviewees did not actually refer to philanthropy, and even in some cases completely disregarded it as a part of CSR in this day and age:

“One of the things I’d have to say, in none of our work do we ever cover philanthropy or community activities, it doesn’t come into what we do. We only look at core business practices.”

“Our CEO very much aligned with this, he doesn’t talk about donations anymore, we banned the word philanthropy. We talk about contribution, we talk about partnerships, we talk about investment, so that we get our people thinking...”

Furthermore, on strategy, Porter and Kramer (1999) examine strategies including CSR as a way of achieving added value. Mirvis and Googins (2006) also acknowledge the strategic side of CSR, it is identified as a value proposition and competitive strategy; they state that “...the ability to create value...requires a real strategy” (1991, p. 125), here strategy is stressed as a way of integrating CSR into the organisation and creating value through it.

Likewise, the participants also acknowledge this:

“The other main pillar is prosperous communities...we talk about the add value of the socio-economic impact from creating jobs to creating a model to measure our sustainability in CSR or our socio-economic impact to the well-being of the community”

“It’s a business right? the added-value of this business is we do our business properly.”

Thus, based on the participants' feedback, showing acknowledgment and presence of strategic CSR activity in the UAE, it seems that the literature reviewed is less informed and perhaps outdated in contrast with the cases examined in this interview study. Philanthropic activity will always be present in all countries and cultures, however is evident that organisations in the UAE have already progressed beyond that.

4.3.3 CSR in the MENA

As mentioned, CSR in the MENA encompasses views on CSR globally and education, which was identified by participants as an important pillar for CSR in the region. Likewise, Matten and Moon (2008), discuss how political, financial, economical, educational and cultural systems shape CSR. In terms of global CSR, participants seem very aware of CSR practices in other regions and mention them frequently, comparisons are also made between how global organisations choose to conduct CSR when they are based in the MENA and when they are based in western countries such as the UK and US:

“And I was in Sudan before Ramadan, CSR is nicely taken by the top government now, so it's not any more issues. We spent three years that the government is on board regarding CSR issues, and they are very good, helpful I can say, of the company that are doing excellently well, not only on Sudan level, but you can put them, and they can step proudly amongst any global player.”

“I had a debate with a colleague from a bank, it was a high level meeting and she said we do e-statements, that's how green we are, we save paper... It's a huge multi-national bank

with a huge climate change policy outside the region, so you're telling me that you talk about climate change in the UK or the US, because the government push you to do that, but because you don't have a proper watch dog in the Arab world, you come and tell me (helping the environment by saving paper)... that's an insult to my intelligence."

"Naturally, the UK, Europe, Australia and America and Canada, there is more regulation and compliance, so there is a certain piece where you do have to do as the regulation requires, however, we make sure we don't do it because we have to but because we want to, because we feel it's an important part of our business."

The role of education is highlighted by many of the participants as well, it has been mentioned as an area that needs further support in the region:

"But in terms of – we sort of try and tailor things and say what are relevant issues for the Middle East? And that's particularly within the community quadrant. And from our perspective, we've looked at areas such as healthcare and education, as being two pressing issues within the region, as areas that we wanted to tailor our efforts on. So those are two major parts of what we do within the community."

Moreover, the participants also realise that education and awareness on strategic CSR is needed and have developed to improve these aspects:

“We developed an e-learning module on CR, which is online now but we are officially launching in January. That is a 45 minutes module basically, what is CR?, what isn't it? And what does it mean to DD?, but significantly at the end of it, we don't just have a certificate that you print out...we have a question about what will you change?...You have to write an e-mail, as part of the module, saying “I will change...”...and that then goes into your PDP (personal development plans) and that has to be reported on and monitored.”

“Number two, you would have to conduct awareness sessions for the employees and management so that people understand what they're talking about. And then number three, they would have to train managers how to embody CSR into the decision making on a daily basis. So whenever you're making decisions you're thinking automatically of all the areas of CSR.”

Many different associations are made between CSR and education, further supporting the emphasis on education in the area of CSR. We can see there is a need for education and awareness on strategic CSR in the region, yet, CSR is also a vehicle for creating knowledge, talent management, skills transfer and addressing education issues.

4.3.4 Project Managing CSR

The association between project management and CSR has been made in academic literature. It is acknowledged as a mechanism for implementing organisational change through which the CSR agenda can also be realised. It is also suggested that project managing CSR can help in

monitoring the process. In this sense, Pellegrinelli (2002, p. 229) states that “Emergent thinking on programme management best practice has focused on the internal context, namely the marshalling of projects and resources to achieve the desired strategic and/or synergy benefits.” Thus, project-managing CSR can help keep it aligned with strategic goals. This is also supported by the findings from the data collected.

Programmes and Portfolios

Maylor et al. (2006, p. 663) claim “...we have seen the establishment of programmes and portfolios of programmes as a mechanism for managing in organisations. This represents a developed phenomenon we have termed programmification.” Similarly, Pellegrinelli (2002) that the success of using project management as a mechanism to achieve goals is due to “the single-minded focus and discipline inherent in project management, and the coordination and integration of such complex initiatives that are facilitated by a coherent programme management framework.” Hence, the structure and coordination of project management when applied to CSR initiatives can assist in focus and achieving organisational and strategic goals, especially in cases where CSR is already of strategic nature.

Increased adoption of project management

Too & Weaver (2014, p. 1382) believe “There is a significant growth in the adoption of project management disciplines to accomplish work in different sectors and industries.” The authors also add, “The management of multiple projects – including program management and portfolio management – is now the dominant model in many organisations for strategy implementation, business transformation, continuous improvement and new product development”. Project

management is increasingly regarded and adopted as a means of implementing strategy, change and transformational objectives.

Furthermore, to summarise, the authors state; “Programmes are also well placed to establish a bridge between projects and the strategic goals of an organization ... leaders have increasingly used projects and programmes to implement or support the realisation of corporate strategy [6–9].” The data analysis shows that the majority of participants (99%) mention CSR explicitly in terms of projects and programmes, it is worth mentioning that the interview questions for the 1st set of data interviews, conducted in 2011 – 2012 (more than half of the interviews in the study) project management is not mentioned in the interview questions, so the participants are not specifically asked or probed about projects or programmes. This is an important finding as it implies that CSR and project management have been associated with CSR in the UAE.

Managing CSR as projects

It is also worth noting that project management is utilised in the majority of cases regardless of the sophistication. In many cases CSR is project managed to ensure alignment and contribution to strategic and organisational goals. Lycett et al. (2004) state that “There is an increasing recognition that programme management provides a means to bridge the gap between project delivery and organisational strategy.” Additionally, Too & Weaver (2004, p. 1390) also state that “Projects and programs are created to deliver the change needed to achieve the organization's strategic and tactical objectives. Management ‘by project’ is fundamental to support, sustain and grow the business (Rezania and Lingham, 2009).”

One participant illustrates that that even the more philanthropic activities are implemented through projects, this provides evidence that a project management structure is often in place even when the CSR activity is not very advanced.

“Everything is a small project. And we have awareness. We give awareness - email awareness or through the Intranet - that advertising this day we will have, for example, the blood donation. People who want to donate, they're supposed to have, for example-- I mean the process, which we have it from the hospital. And also, we are checking this...Everything was like a project. Even if we have outside campaign, it's a project. The lighting with the real estate, it's also very systematic and very step-by-step, yes. Everything we have forms, we have check lists, that we do this, we do this, we do this.”

Nonetheless, as mentioned, in the majority of cases project management is employed to manage very complex and sophisticated CSR activity. A particular example of this is the Carbon Ambassador Programme (CAP) which will be examined in more detail as a participant case study in the following chapters. Below are some accounts from the participants supporting the findings in literature on project management as a means of CSR implementation:

“We are actually project based. In other words, for example, when we go to companies-- I mean, we deal with lots of big companies here in Dubai. What happens is that's a project. So, for example, they say, "We'd like you to come and assist our corporate governance system and comment on that. Tell us what's missing or how can we do that." So that's a project in which we start to have needs assessment, and then we go and

analyze the situation, by which we have gap analysis. And then we take that and then have a report with the gap analysis and then say, "Based on that, we have recommendations that you can improve." And sometimes you advise on the implementation and after that sometimes no, depending on that. So every project like this actually it's a project in itself, which is handled by one of us.”

Furthermore, Pellegrini (2002) presents a number of areas where project management skills are needed, the areas listed that overlap with areas of strategic CSR implementation include approach and strategy for the project/programme, cultural Awareness, understanding client’s objectives and commercial Awareness. These are a few of the areas which overlap in the CSR world, for example, when implementing CSR the organisation needs strategic intent. Also, cultural awareness is an issue in the area of CSR, there have been many examples in the business world, where the same CSR initiatives are launched in different countries without taking into account culture and this can be damaging, not only to the CSR initiative itself but also the reputation of the organisation. Understanding client’s objectives can be linked to understanding the organisational goals before launching a CSR project to ensure that there is alignment. Commercial awareness is also related to strategic CSR, the project or programme needs to also take into account any commercial or financial benefits it could bring in for the organisation as a whole. The project management of CSR could help with focusing on these areas and keeping CSR strategic. Without taking any of these areas into account in a structured way, the CSR activity could lead to high costs and lost opportunities.

Use of project management language and tools

Surprisingly, project management elements and related tools are also mentioned amongst the cases examined. This illustrates the degree to which CSR activity is perceived and managed as projects and programmes.

Lycett et al. (2004) also present 4 stages in managing projects that can be used when considering CSR programmes, these include programme identification, programme planning, programme delivery and programme closure. A critical stage would be stage 3 which involves monitoring and control, progress reporting, risk management and issues management. This is critical because monitoring and reporting on CSR activity is one of the problematic areas identified in the literature. Including it as a process through which CSR is implemented will help ensure it is considered. As shown below, monitoring is highlighted by one of the cases as essential to managing CSR projects.

“Then we have got programmes. **It’s a programme oriented base.** So all these programmes seek partnership and sponsorship. So when we look at a programme is a partnership of three years with that, two years of this, so you have the funding needed to run some of the organisation....One of the things that we turned it into a resource bringing platform is the **waste management programme.**”

“So we help, we walk the talk with the private sector, building their capacity on CSR issues. So we have got different **CSR training programmes**, we have general ones, we have specific.”

“Actually, if we get **project people involved with project management**, it is the ideal place for them. We have more than 37 projects every year. Each one is fully pledged.”

“Depending on the nature of the-- oh, when you monitor their projects... We will leave it open and in the cases where we know that in this area log frame is more useful-- so we will put in between brackets that log frame is preferable... Where you start, how you reach, how you measure. So it's more a philosophy, but when you manage a project, you have to have this. It's a tool.”

Thus, there is strong evidence illustrating the project managing of CSR activity in the UAE, regardless of the sophistication.

The data analysed from the interviews, in addition to the literature examined, support the theoretical framework drawn from the literature (shown below):

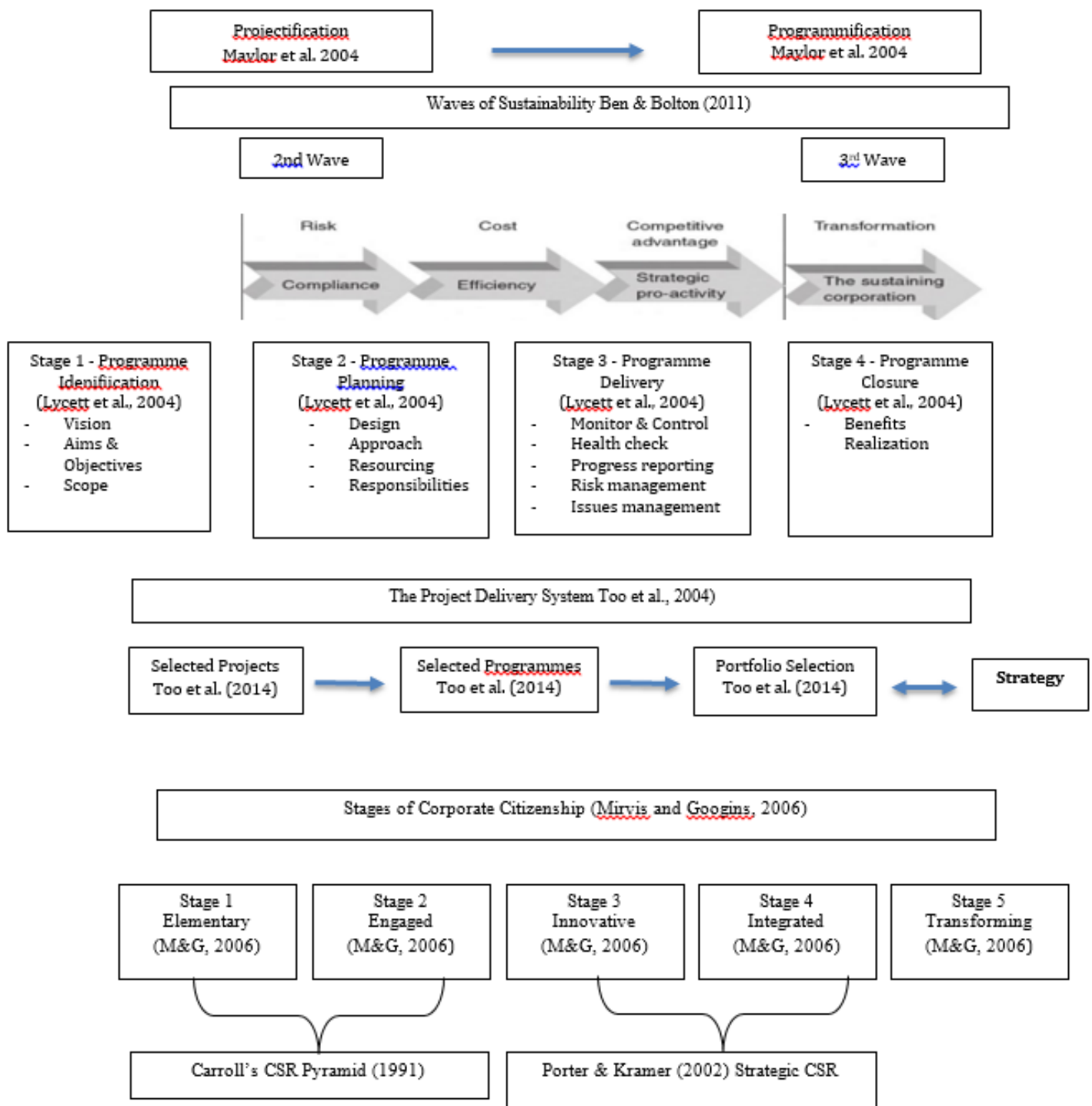


Figure. 32 Theoretical Framework

The Projectification and Programmification theories presented by Maylor et al. (2004) are supported by the findings in the data analysed from the interviews. This theory emphasises the increasing use of project management as a mechanism to implement agendas and achieve organisational goals. Even earlier, Midler (1995) claims that “Nowadays, it is hard to imagine an organisation that is not engaged in some kind of project activity. Over the past decade, organisations have been turning from operations to project management as part of their competitive advantage strategy”. This is evident in the cases examined, where even the more simple activities relating to CSR are managed as projects. This is interpreted as a means to manage and monitor progress and outcomes relating to these CSR activities. So, even in cases where an organisation is recycling at a certain scale, it is treated as a project to ensure that consumption and recycling rates are monitored and improved upon. Also, it is found that labelling it as a project might make it more relevant to all employees in the organisation. For example, all employees are expected to be involved in the recycling project; it gives a wholesome but structured way of implementing less sophisticated CSR activity.

As one participant states “So we have different programs. And we have our energy efficiency program. We have our hospitality program. We have our education and events program. And then under each of those programs, then we have projects that have their own deliverables.” This statement is in line with the theory presented by Maylor et al. (2006, p. 663) theory “...we have seen the establishment of programmes and portfolios of programmes as a mechanism for managing in organisations. This represents a developed phenomenon we have termed programmification.” This cases clearly depicts understanding and knowledge in the use of

project management for CSR. It is obvious that the organisation classifies its projects under its larger programmes.

Lycett et al. (2004), describe different programme stages related to implementing strategy related operations. “There is an increasing recognition that programme management provides a means to bridge the gap between project delivery and organisational strategy.” Likewise, Too & Weaver (2004, p. 1390) also state that “Projects and programs are created to deliver the change needed to achieve the organisation's strategic and tactical objectives. Management ‘by project’ is fundamental to support, sustain and grow the business (Rezania and Lingham, 2009).” Cases examined have shown strategic CSR activity being project-managed to achieve certain organisational and strategic goals. There is emphasis on alignment which is facilitated through the use of projects and programmes:

“Project planning for the containers. So design, conceptualization, bill of quantities, things of this nature. And then we start with climate change training, so that they understand why we are doing all this.”

“In relation to a CSR strategy in our organisation, how is it aligned? For us, CSR is a mean to generate knowledge. So essentially, we use our CSR to create knowledge in the area. So we want our CSR program to be active on social media, to target those stakeholders that might not be relevant to us today but they will be in two, three, four years when they're active in their job market. So for us, it's an investment in the future.”

The CSR pyramid (Carroll, 1991) is a dated but fundamental model in the area of CSR, which is why it has been included in the theoretical framework. The researcher believes that philanthropic CSR activity will always exist especially in the MENA region, and does not intend to overlook them, but rather contribute to the gap in literature on existing strategic CSR activity in this region. From the data analysed, we can see that some cases have proved to be very advanced and developed, in a region that has been under-examined. Hence, the researcher aims to shed light on these current practices with the hope that they are included in CSR academic literature. The Porter and Kramer (2002) study on strategic CSR echoes this, the authors state that “By tying corporate philanthropy to its business and strategy, a company can create even greater social value in improving grantee performance.” In many of the cases examined, and especially the case study this has been proven.

Likewise, project management in the cases examined is a direct mechanism and structure to implementing CSR activity in a way that reduces risks and improves returns. This finding directly adds to the current literature linking project management and CSR. The study provides concrete examples of strategic CSR activity project managed in the Middle-east region, which does not exist in current literature yet. There is a linkage between the two bodies of project management and CSR but the findings illustrate the actually way in which project management facilitates and supports the successful and strategic implementation of CSR activity through the application and features of projects and programmes.

Hence, the findings show that the programmes implemented are strategic with the intention of contributing to organisational goals. To illustrate this, below is a quote from a case involving a women's leadership programme they run:

“...all of these things tie very very clearly into their whole strategic path, program on pushing women in leadership agenda...and then I think also along with a greater level of sophistication is really starting to look at your core business and how you're operating your business, and then the next stage is looking at how that goes through the value chain also, and ensuring that you are requiring your agents contractor suppliers adhering to the same values, principles and practices that you do yourself.”

Knowledge has been gained on programme portfolios, programme orientation, programme monitoring, programme risk and programme structures that has not been available for the area of CSR in previous literature.

On the other hand, the theory on sustainability by Ben and Bolton (2011) is also supported by the findings, the authors show a series of stages or “waves” which an organisation goes through to become transformational. Likewise, the stages of corporate citizenship (Mirvis and Googins, 2006) also present phases of sophistication that represent CSR progression in an organisation. The same idea is reflected by participants of the study:

“I do think that...there is an absolutely natural progression in the way a company thinks about CSR...The first phase is very much a simple, philanthropic donation community activities, then as a company becomes more sophisticated...it becomes more strategic, they start to think about not just handing cheques but becoming engaged, ensuring outcomes, applying business philosophies to the way things are run, then it starts to become much more aligned and focused to the core business.”

“3 phases where CSR has been seeing some maturity bit by bit, or evolving, as a company, and then we’ll try to link it to how this is landed in the UAE, within the company.”

“We are multi-national, so we follow exactly the same...giving process and this is the 1st phase where it’s a charity more than anything else, it’s doing good for doing good. So...it’s very much a surplus of what your core business is. It has nothing to do with it, it’s really about the human values, and how we really try to look at any contribution as individuals that can happen, and till now we do have in the company, everywhere in the company, there is a giving campaign..., it’s voluntary, nothing really that is mandatory, but it shows you, let’s say the first or early understanding of how CSR is.”

“The 2nd phase which came, let’s say...by the end of the 90’s...where the focus was mainly about the NGO as an agent of change. More about focusing on the mechanism rather than the giving and the charity side. So, it’s looking inwards to see what the company can do as part of the expertise in order to really help the NGO’s deliver better Yet, the concept of CSR came into effect, rather than a giving campaign, so it is a smooth revolution that came and it is reflected everywhere, so we are part of the regular CSR concept within the business community.”

“We needed a complete shuffle in the company, CSR was one of the areas where this came from and this started the 3rd phase of it which was be a kind of...connectivity of things...impact was key here...what will be the thing that will increase impact...what will help people...and people will really mix with the business. “

“So, CSR is not anymore CSR, it’s a kind of a cross-cutting initiative and with this, we tried to link what we are doing in education with what we are doing in creating employment, with what we are doing with the innovation of the software, even the devices, and try to mix them altogether and try to come with something that makes sense”

These stages are also reflected in project management theories that were not intended for CSR but can be applied to the area such as the project delivery system by Too & Weaver

(2014), the projectification and programmification theory by Maylor et al. (2006) and the project delivery theory by Lycett et al. (2004). The cases prove that project management can be applied theoretically in CSR as well as in practice.

In summary, only 2 of the examined organisations in the UAE displayed formal implementation of philanthropy, while 1 showed informal implementation. All cases (28) of CSR strategy examined, except 1 both philanthropic and strategic, showed formal implementation of aspects of project management. The CSR initiatives are approached and implemented as projects or programmes regardless of the degree of sophistication. 8 of the cases examined explicitly mention the use of programme management methods and tools.

Overall, it appears that the findings support the theoretical framework, philanthropic CSR does exist, however strategic CSR is also taking up a strong position in the area. The added value and potential of strategic CSR is realised by many of the participants. There is an undeniable presence of project management in the area of CSR; almost in all cases, regardless of the sophistication of the CSR activity, it is implemented through project management. This shows that despite the belief that CSR is misunderstood and un-structured in the region, there are actual project-management related mechanisms, tools and processes adopted when implementing CSR activities.

5. Case Study

The Carbon Ambassadors Programme 2015-2016

Case Introduction

The CAP programme is a youth engagement sustainability programme that trains and develops its participants in project management and sustainability skills. The programme has now been completed successfully for the 2nd time and is set to be launched annually to involve more participants in the path to sustainability and contributing to the UAE's goals and visions regarding sustainability.

Organisation Profile

The organisations related to the case study are the DXBB, a 'Private Joint Stock Company' (PJSC) owned between a governmental authority related to electricity, (DXAA), another company related to natural resources (EDXB), ENW and DUW Holding. It was established in 2011 in agreement by a governmental council and the United Nations Development Programme (UNDP), to “capture a growing niche market, catering specifically for the transition to a low-carbon and green economy through the consolidation of knowledge”. The organisation focuses on the development and integration of sustainable initiatives and programmes in the UAE. DXBB is highly project-ised, with a programme and project-based approach to all organisational operations and activities.

Furthermore, All DXBB employees are required to train for project management skills via PRINCE2 (**PR**ojects **IN** Controlled **E**nvironments), which is considered to be the leading project management training resource. It is used to improve project management skills and described as “a de facto process-based method for effective project management. Used extensively by the UK Government, PRINCE2 is also widely recognised and used in the private sector, both in the UK and internationally. The PRINCE2 method is in the public domain, and offers non-proprietary best practice guidance on project management.” (PRINCE2, 2017). All employees are expected to take the exam and become PRINCE2 certified as it is highly relevant to the way DXBB operates. The focus of my case study is the Carbon Ambassadors Programme which was initiated by DXBB in 2014. After the success of the first CAP cycle, DXAA, the mother company to DXBB has taken over the CAP programme; hence the CAP is now owned by DXAA and managed in consultation and collaboration with DXBB.

Researcher's role

Access to the case study was enabled through my previous collaboration with DXBB. I had previously interviewed the CEO of DXBB for my interviews, through the interview I came to know about the Carbon Ambassadors Programme and recognised it as a potential example of a strategic and socio-economic programme, designed to serve the environment, society and business. It was apparent that it was extremely relevant to my PHD and permission to study the programme in depth was kindly granted by DXAA and DXBB.

The programme had already started in October, whilst I learned about it in December through the interview. After all approvals and policies were set by HR, I was able to join DXBB in April, within the 2nd phase of the CAP project. Initially, I was unemployed with DXBB and was available to help out when possible; this gave me access to the ongoing activities and communications of the programme in general but not much on the actual management and implementation of the programme and the projects it encases. Shortly thereafter, I was given the opportunity to become a participant researcher through employment as a project officer for the CAP. I was more active and involved in the programme, forming relationships with the parties involved and managing the milestones of the programme. About a month later, the CAP was formally handed over to me as the focal point for the programme. This was a crucial point for me as a researcher as it truly gave me access to all aspects of the programme, I was enabled to examine and learn of the planning, design, and implementation phases of not only the programme but the projects as well. It gave me a true sense of how the CAP had evolved from the 1st cycle and just how much it really involved Emirati youth and entities and brought them together.

Managing the CAP, especially in its most crucial stages, was very re-assuring and emotional to me as both a researcher and as an Emirati youth. I was able to see that the CAP really achieved what it was designed and set out to do, which is to equip and prepare young Emiratis with knowledge and skills not only relating to sustainability but also practical project management skills. It is a programme that truly demonstrates theories of strategic CSR and the triple bottom line. In accordance with traditional CSR, the programme fulfils the economic, legal, ethical and philanthropic responsibilities. Economically, it serves all entities involved, the founding entities,

partners and participants all receive monetary and non-monetary benefits, whether it be in the form of PR or actual ROI. Legally, the programme abides to all laws but also goes further by being aligned to the strategy and missions of not only DXBB and DXAA but the UAE's vision 2021 as well. Ethically, the programme is sensitive and aware of its responsibility to all those involved and beyond. The ethical aspect was also very apparent during the judging function of the CAP (details in the next section). Philanthropically, the programme is aimed at locals and Emirati youth are given these trainings and qualifications with no charge but must show their commitment.

In terms of strategy, which is what struck me the most about this case is that it the CAP is aligned with the goals of both DXAA and DXBB and contributes to the vision and goals of the UAE in general and even more specifically with the 2021 vision. It has been designed and put into place intentionally to serve this purpose. At the same time, the CAP also serves the community and environment by enabling the Emirati youth involved with project management and sustainability skills and knowledge. The outcomes of the project proudly display the knowledgeable and skilled Emirati youth and 7 sustainable and socio-economic tangible projects.

The Case - The Carbon Ambassadors Programme brief

The Carbon Ambassadors Programme (CAP) is a yearlong programme that had been initially developed by DXBB and DXAA. It is a programme designed to engage and train Emirati youth, to develop and acquire awareness, knowledge and skills on sustainability and project management. The CAP also helps contribute in achieving the UAE's 2021 vision, Dubai Plan

2021 and Dubai Integrated Energy Strategy 2030, which all include sustainability and clean energy goals.

Moreover, the programme has been developed in accordance with UNDP standards and is supported by the UAE Ministry of Foreign Affairs. The programme is developed to engage and train Emirati youth by providing key trainings in the areas of sustainability, Carbon Emissions Reduction and Adaptation and Mitigation. The programme also includes sustainability related extra-curricular activities, workshops, and a final turn-key project to implement and test the skills acquired during trainings.

The CAP has now run for the second time in 2015-2016. The first cycle of the CAP was completed last year (2014 – 2015), with 40 students enrolled from different universities in the UAE. The programme has grown impressively since then, with the latest cycle involving 80 Emirati students and employees from different universities and entities. The cycle also involved 7 entities from both government and private sectors; aiding in the participation and collaboration between private and government entities for local programmes and initiatives. Entities are kept anonymous for the case of confidentiality; they are identified as SUAE, DXAA, RTD, DD, MOC, MD, and DOP.

The CAP labels the participants of the programme as “carbon ambassadors”, this is to emphasise the role and responsibilities the youth are taking on once they graduate from the programme. As Emirati youth who are enabled and knowledgeable on project management and sustainability skills, the youth will become ambassadors for the sustainability, the programme and the UAE

vision. The 80 enrolled carbon ambassadors were divided into groups to represent each of the 7 entities. Each entity was represented by a team and assigned a mentor for guidance and support during the programme.

The CAP starts off with an initiation phase, then varied e-learning and practical key trainings, and finally a turn-key project which involves the teams working on retro-fitting a recycled used container to create a sustainable turn-key project, which is eco-friendly and can be used to serve the entity and community.

The CAP is designed to run for a full year, with a new intake of Emirati youth trained in each cycle. With this cycle, the CAP commenced in October 2015, and included 3 key modules including:

- PRINCE2 (online training programme in project management – Foundation Course)
- GHG Training (Green House Gas Inventory)
- ESCO Training (Energy performance contracting, energy audits and an introduction to LEED)

Prince2 Training

The Prince2 training is a widely known and recognised training course in the practical area of project management. For the CAP, it was considered essential to help the ambassadors develop the project management skills needed later on to implement the turn-key project.

The training was made available online for 8 hours each week, at the ambassador's preferred timing, with a one-hour multiple-choice exam consisting of 75 questions to follow. A number of

ambassadors successfully completed all stages of the online training and qualified to sit for the exam which was taken at the DXBB offices with a PRINCE2 examiner attending from the UK. This resulted in a number of the carbon ambassadors taking the paper-based exam at the DXBB offices with a professional and actually becoming Prince 2 Foundation certified with the practitioner certification accredited by APMG International.

The Green House Gas Inventory training

The GHG training foundation is for the ISO14064: GHG Accounting & Verifier Certification. It was a 3-day training that was conducted by a project manager of the UAE GHG Inventory 2010-2015.

The ESCO training

ESCO Concepts for Green Buildings, the training was an interactive discussion, where the participants were instilled with an understanding on energy performance contracting, energy audits and an introduction to 'Measurement and Verification' framework. The session also included an introduction to Leadership in Energy and Environmental Design (LEED), which is described as a “rating system devised by the United States Green Building Council (USGBC) to evaluate the environmental performance of a building and encourage market transformation towards sustainable design”.

The Turn-Key project

Once all trainings are completed, the ambassadors are expected to use the sustainability and project management skills acquired to start implementation work on their recycled sustainable containers. At this stage the planning and design phases of the project had already been

completed by the teams of ambassadors with the practical work set to start on the container. This process starts with procurement, by which the teams independently start to contact a number of contractors to tender for their projects. Once bids are received, the team selects the one most suitable to their project and budget, the contract is then approved by their mentor to ensure that the entity is aware of relevance, costs and outcome of the project. At this stage the ambassadors have already gained skills in project planning, sustainable design, procurement, team work and construction, all these skills are apparent with the final outcome of socio-economic sustainable containers which are discussed in the following sections.

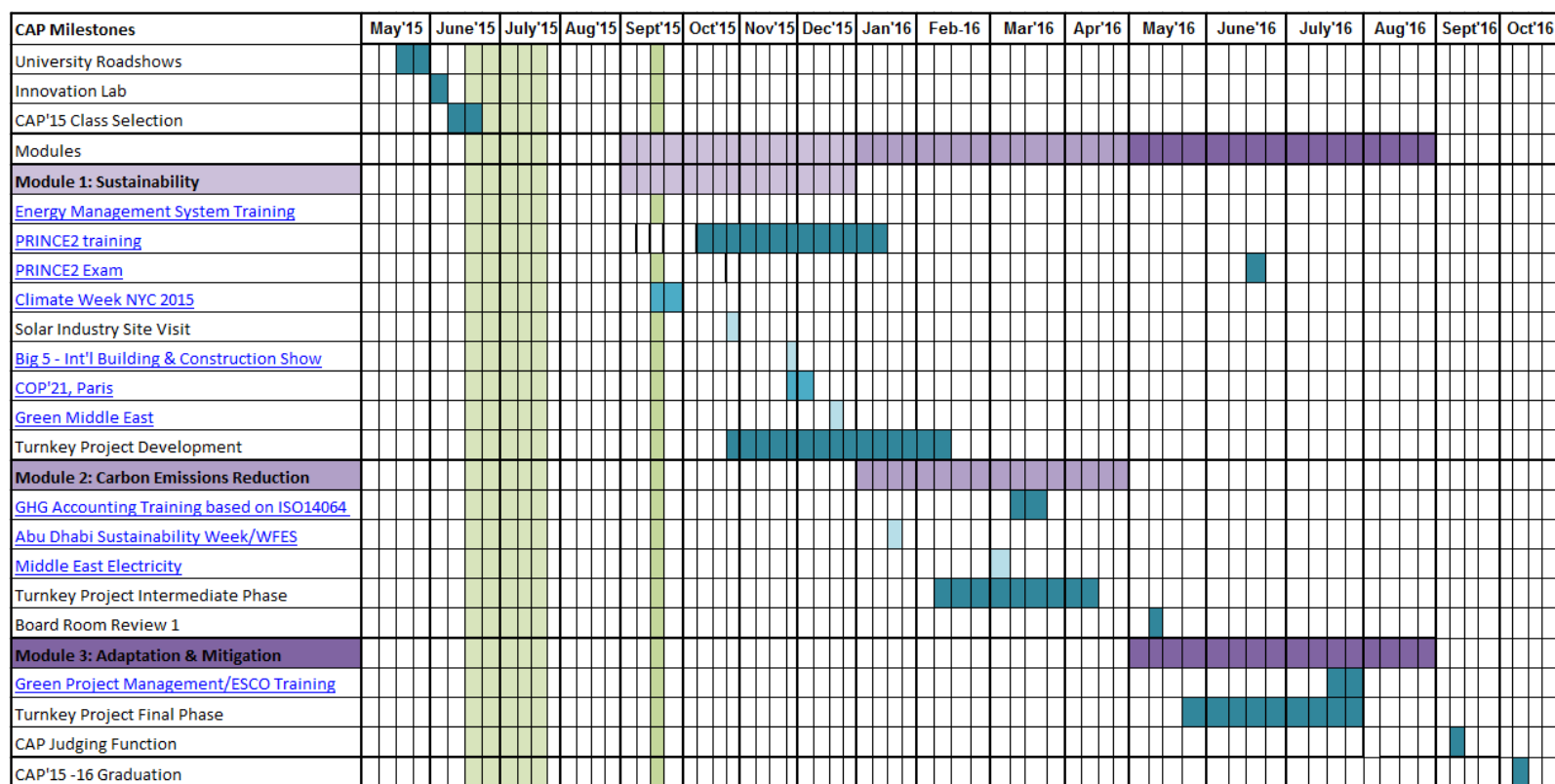


Figure. 33 The Carbon Ambassadors Programme Timeline Gantt chart

Table. 3 CAP projects summary

	Entity	Project Name	Project Description
1	SUAE	Providing Drinking Water Kibera Slum	The project target is to provide (X) litres of drinking water Per Person / Per day, depending on the amount of extracted water from borehole and the total litres of drinking water from the used technology. Furthermore, the project will highlight the importance of providing drinking water to the disadvantaged / neglected category of Kibera community. Such as elderly people, patients in hospitals and children. Depending on the overall amount of drinking water provided daily, certain amount will be distributed to healthcare facilities and schools.
2	RTD	RTD Services Container	The project is a container shaped like a metro that provides different RTD services for the public. It is also designed in a way that serves the handicapped as well. The metro shaped container has a comfortable waiting area, cooling system, different services for the waiting customers like vending machines and mobile chargers and contains visual display with projector. Hybrid green container that gives RTD services and it will be placed in crowded events which will make it a lot easier for people to access.
3	DXAA	Sustainable Container - Green Office	Converting a 20" ISO shipping container to a sustainable offices container for 6 workstations, in line with Dubai vision 2021 and Expo 2020.
4	DD	Classroom for Refugee Camps	Using reclaimed containers to show case ideas that revolve around sustainability, carbon emission reduction, and climate change mitigation and adaptation. The containers are intended to be a movable school house as well as a refuge in dire areas. There will be a testing period where the containers will be placed in DD Head Office, for testing all the technology and the energy saved.
5	MOC	Aquaponic Plant Factory	The plant factory is a smart new idea that grows various plans using LED artificial light, CO2 and controlled amount of water.
6	MD	Mobile MD Kiosk	MD mobile kiosk for advertising and selling its products at different locations every time. MD uses a container to transfer it into a mobile sustainable kiosk that will be reused in a sustainable and environmentally friendly manner at different events. Using the container to build a sustainable mobile kiosk for marketing, selling its products and climate change awareness.
7	DOP	Coral Reef Project	With the decline of coral reefs in the UAE and specifically in Dubai waters over the past years, the protection of the remaining coral reefs and the use of innovative and sustainable methods to enhance the corals growth has become very crucial. This research project focuses on exploring the development of coral reefs using a research approach based on best practices in sustainable marine conservation to test the use of a specific technology known as Biorock technology. This technology is known to have the advantage of enhancing and accelerating the growth of planted corals using electricity to boost the growth rate of the corals.

			<p>In this research project, corals from the same environment were planted on two steel structures, which were designed by the Carbon Ambassadors Programme (CAP) team members and built in DOP's workshops. The project uses the control approach to test the validity of the Biorock technology in improve coral growth as appose to the natural growth approach. The Bio Rock technology entailed to design a steel structure connected to a solar powered system to provide an electric current to the frame, which in return induces the coral growth. On the other hand, another single structure was used in the vicinity of the experimental site to study the growth of the corals on the frame under normal conditions. The growth results of the two structures were recorded using and further analysed by the team.</p>
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*Photographs of turn-key projects available in Appendix 8

CAP Programme Outcomes

As shown in the CAP projects description table above, the teams were able to use their acquired sustainability and project management skills to bring to life a turn-key project using a recycled shipping container which served the purposes of their entity, the community and the environment. The projects provided tangible and non-tangible, financial and non-financial results such as awareness generated, economic value, cost savings, and actual return on investments. In the case of one project, it was planned to be used at the Global Village (a very well-known tourist attraction in Dubai attended by hundreds each year) as a kiosk for the entity, showing the container's PR and economic value to the entity. On the other hand, one of the projects that was designed as a sustainable office, is actually now being used by the entity itself as it provides a solution to the office space shortage which the organisation was facing. Other projects also received interest to be purchased by different entities, showing great economic value and also appreciation of the sustainable features incorporated.

Project Management Aspects of the CAP

- Project management tools such as Gantt charts were used for planning for the CAP not only by DXBB, but the carbon ambassadors also used Gantt charts for their turn-key projects.
- Prince 2 training and qualifications were provided for both DXBB as an organisation and the CAP participants.
- Project management skills such as planning, designing and procurement are utilised by both DXBB employees and the CAP participants.

- The CAP was run as a typical/traditional programme, as illustrated by the Gantt chart and programme phases.
- The practical turn-key final project required by the CAP, shows hard evidence of the practical project management skills and sustainability skills acquired by the participants.

CSR and sustainability aspects

- The CAP represents a strategic socio-economic programme, serving many stakeholders in both monetary and non-monetary benefits. These include and are not limited to the UAE, DXAA, DXBB, Emirati youth, contractors, partner entities, the community and environment.
- CSR and sustainability skills and knowledge instilled in participants
- PR and actual economic value have been shown; projects were displayed as part of the Dubai Solar Show at WETEX/WGES (Water, Energy, Technology and Environment Exhibition), with many visitors and exhibitors interested in purchasing the projects. One such CAP project which cost around 250,000 AED to produce, was offered to be purchased for over a 1,000,000 AED, showing great ROI and economic value. Value was also evident in the form of PR where many other entities wanted to collaborate with the partner entities involved in CAP.
- The CAP is a case for real evidence of knowledge sharing and awareness associated with the sustainable projects implemented as part of the programme. As a participant researcher, I was able to see the interactions associated with the CAP at WETEX. All containers were displayed with their teams present to introduce and discuss their projects to visitors and exhibitors. I could not only witness first-hand how knowledgeable the

ambassadors had become on the sustainable features of projects, but I also had the chance to witness and experience some of the most important gains of this programme and a common CSR goal: the knowledge sharing and awareness.

- For example, very regularly during the exhibition, the RTD project was visited; the container was made to resemble an RTD metro and provided the full services, but a simple yet significant feature was that it had a bicycle attached to generate power for phone charging. This was not un-heard of or innovative in a sense, but it attracted many visitors who wanted to actually test the bicycle. A vivid memory I have is one of a day when a crowd of school children were queuing in front of the container to test out the feature, with ambassadors from the RTD team explaining and showing the technology used to them. The students were so excited not only by learning about how this could generate energy, but also because they could actually try it for themselves and test it out. This was a profound moment for me, because I knew that that was something those students would remember for a long time, it was something they would go on to tell their friends and family about. A simple but effective way of generating awareness and interest in sustainable energy. It was at these moments, that I could see the intangible but extremely important outcomes of the CAP. The knowledge transferred, excitement and awareness brought to these children is proof that the programme is not only socio-economic but provides those intangible and valuable outcomes as well.
- Another example of such knowledge sharing was with the SUAE container. This container carried Reverse Osmosis technology to extract clean drinking water from dry areas where clean water was difficult to access. It is intended for a slum in Kenya, which shows how far this programme can reach. However, it received a lot of interest from

many visitors and exhibitors interested in implementing this technology in their own projects. In one instance, an Emirati youth also approached the SUAE team asking about the technology and contacts to help install this technology at his own farm based in the UAE.

- These encounters are but a few examples of the CAP being a transformational programme in every sense. It has been especially transformational for its participants who have really become carbon ambassadors, equipped with project management skills and sustainability knowledge, helping achieve the UAE's 2021 sustainability goals.

Case evaluation and interpretation

This case study illustrates the implementation of project managing strategic CSR in the UAE. It re-affirms and informs even further on many of the insights from the interviews conducted. The case provides a real-life and current example of strategic CSR being strategically managed through projects to further support the evidence and ideas obtained from the interviews.

The interviews have provided us with significant data on the strategic orientation of CSR in the UAE, the way and form in which CSR is managed, in addition to revealing the existence and role of project management of CSR in the UAE. The case study in which the researcher actually assumed a participant observer role, acts as research based evidence on the actual implementation of strategic CSR projects and programmes in the UAE. It demonstrates the use of actual project management elements and skills to sustainably run a strategic CSR programme successfully.

In light of the case we have learned about the programme training activities, skills development, monitoring, measuring, goals and milestones involved in an actual strategic CSR programme. They provide substantial evidence that strategic CSR exists, often in ways that are project managed in organisations in the UAE.

6. Results

6.1 Thematic Analysis Summary

To summarise the findings in relation to the academic literature and theoretical frame work, below is a table providing the key points:

Theoretical category	Examples of related literature	Data findings
Putting CSR into Practice	“Companies being successful in managing CSR activities could have their CSR values embedded into their work philosophy and culture by the founder and since the beginning of the organisations.” (Virakul et al., 2009, p. 1991)	“This is what our CEO believes, and then this is what the organisation believes”, therefore it’s more DNA like, business like.”
CSR Nature	“In the wake of anti-globalisation movements and more specific critiques of specific corporations or industries, and at a time when the market strength of corporations is derived largely from brand image, there has been a need for companies to demonstrate an awareness of social, human and environmental issues.” (Sahlin-Andersson, 2006, p. 596)	“That's really the global trend is this, which is what we call it sustainability not really CSR now anymore. It's how to be sustainable in your business. So outside community work, that's not philanthropy. And there's literature for philanthropy, and you have lots of papers for that. But that's philanthropy. But then we talk about CSR or CR, you're talking about how you conduct your own business”
CSR in the MENA	Political, financial, economical, educational and cultural systems shape CSR (Matten and Moon, 2008)	“Naturally, the UK, Europe, Australia and America and Canada, there is more regulation and compliance, so there is a certain piece where you do have to do as the regulation requires, however, we make sure we don’t do it because we have to but because we want to, because

		we feel it's an important part of our business."
Project Managing CSR	"There is a significant growth in the adoption of project management disciplines to accomplish work in different sectors and industries." The authors also add, "The management of multiple projects – including program management and portfolio management – is now the dominant model in many organizations for strategy implementation, business transformation, continuous improvement and new product development". (Too et al., 2014, p. 1382)	"Well, for the organisation, obviously for us we have deliverables associated with those projects and programs. So the outcomes is that we'll have better trained professionals, and that we'll have more efficient buildings. And that through that, we will be able to help reduce the footprint of the UAE. So I guess that as an organisation, by being able to achieve that, then that also helps sustain us because we're then following through with what our purpose is."

Table 4. Thematic Analysis Summary

6.2 Concepts and Cases Summary

Concepts: Cases:	CSR Issues	CSR Strategy	Education	Global CSR	Governm ent	Implement ing CSR	Leadership	Project Management
1. X1	Operational Impact	Transforming	Awareness	Benchmark	Authority	Operations	Top-Bottom	Project
2. X2	Charity	Philanthropy	Awareness	Operating globally	Collaborative	PM	Values	Programmes
3. X3	Health & Safety	Integrated	Awareness	Benchmark	Authority	Supply Chain	Values	Project
4. X4	Health & Safety	Transforming	Deep Awareness	Operating globally	Authority	PM	DNA	Programme
5. X5	Community	Integrated	Awareness	Operating globally	Authority	PM	CSR Champion	Project
6. X6	Community	Engaged	Standard	Unconsidered	Not considered	Events	Vision	Project
7. X7	Pro-Bono	Integrated	Awareness	Operating globally	Collaborative	Voluntary hours	Values	Project
8. X8	Sustainability	Transforming	Deep Awareness	Benchmark	Collaborative	PM	DNA	Programmes
9. X9	Community	Engaged	Awareness	Operating globally	Authority	PM	Top-Bottom	Programmes
10. X10	Community	Integrated	Awareness	Operating globally	Collaborative	PM	Top - bottom	Programmes
11. X11	Charity	Philanthropy	Standard	Operating globally	Authority	Voluntary hours	Top-Bottom	Projects
12. X12	Community	Transforming	Deep Awareness	Customised	Collaborative	PM	Vision	Programmes
13. X13	Community	integrated	Deep Awareness	Operating globally	Collaborative	PM	CSR Champion	Project
14. X14	Health & Safety	Engaged	Standard	Locally focused	Collaborative	Policy	Standard	Project
15. X15	Community	Engaged	Standard	Operating globally	Not considered	Random activities	Standard	Projects
16. X16	Sustainability	Integrated	High Awareness	Operating globally	Enforcer	PM	Values	Projects
17. X17	Transparency	Transforming	Transforming	Customised	Collaborative	PM	Values	Programmes
18. X18	Operational Impact	Transforming	High awareness	Customised	Collaborative	Policy	Values	
19. X19	Sustainability	Transforming	Innovative	Benchmark	Collaborative	PM	Values	Programmes
20. X20	Synergy	Transforming	Transforming	Customised	Collaborative	PM	Values	Programmes
21. X21	Sustainability	Engaged	Awareness	Locally focused	Collaborative	PM	Vision	Programmes
22. X22	Sustainability	Transforming	Transforming	Benchmark	Collaborative	PM	DNA	Programmes
23. X23	Sustainability	Engaged	Deep awareness	Benchmark	Enforcer	PM	Value	Programme
24. X24	Community	Transforming	Deep awareness	Benchmark	Collaborative	PM	Value	Programmes

25. X25	Community	Engaged	Awareness	Locally focused	Collaborative	PM	Vision	Programme
26. X26	Synergy	Transforming	Transforming	Customised	Collaborative	PM	DNA	Programmes
27. X27	Community	Philanthropy	Awareness	Locally focused	Collaborative	PM	Vision	Programme
28. X28	Operational Impact	Transforming	Innovative	Benchmark	Collaborative	PM	DNA	Programmes
29. X29	Sustainability	Transforming	Deep awareness	Benchmark	Collaborative	PM	Value	Programmes

Table 5. Summary Table – Concepts and Organisations

6.3 Theoretical Categories Axes Diagrams

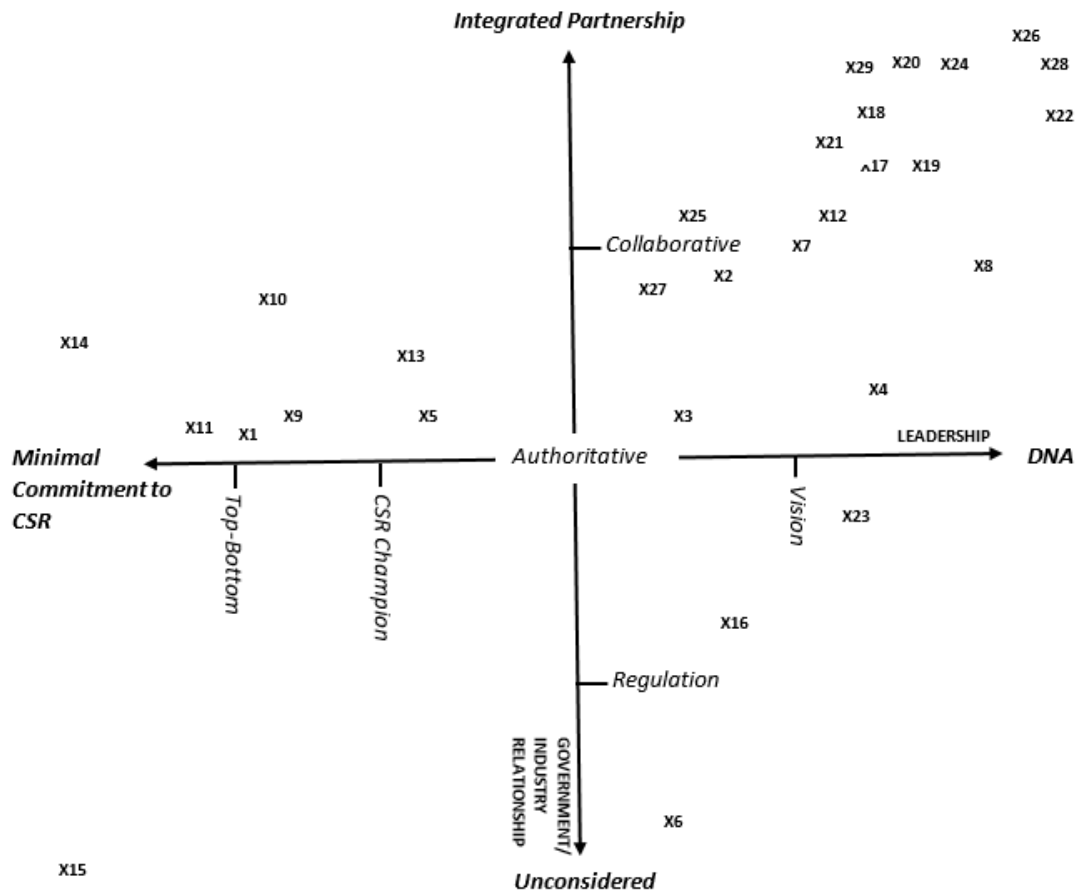


Figure 34. Putting CSR into practice Axis Diagram

The diagram above shows the themes identified for “Putting CSR into Practice”. The related poles include Government/Industry relationships and Leadership. As illustrated, we can see that the majority of the sample examined show a high level of leadership as well as an integrated/collaborative relationship with the government. On the other hand, the sample also shows that organisations with leadership leaning towards minimal commitment to CSR have a more authoritative and less collaborative association with the government.

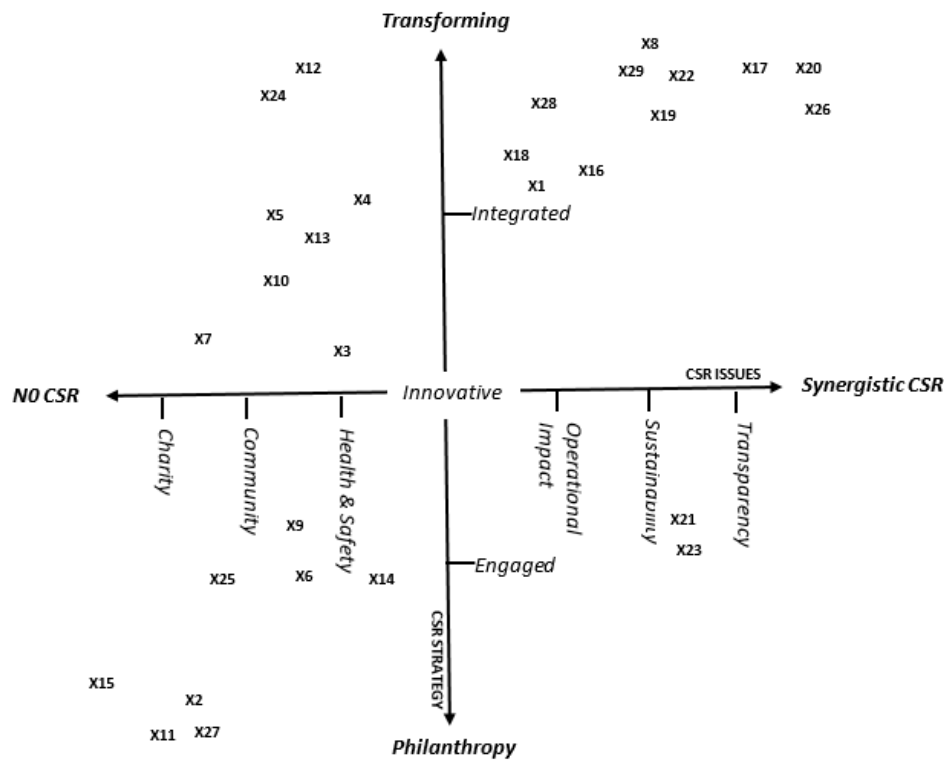


Figure 35. CSR Nature Axis Diagram

The CSR nature category is comprised from CSR issues and CSR strategy, with the majority of cases involved at the leaning towards the transforming and synergistic CSR levels. This indicates that organisations with a transforming CSR strategy are usually involved in issues such as operational impact, sustainability and transparency rather than charity and community work. This provides evidence of cases of strategic CSR existing in the UAE as opposed to the belief that CSR was largely philanthropic with no mention of more strategic strategies. Also worth noting, is that no case is uninvolved in CSR despite the differences in strategy and issues addressed.

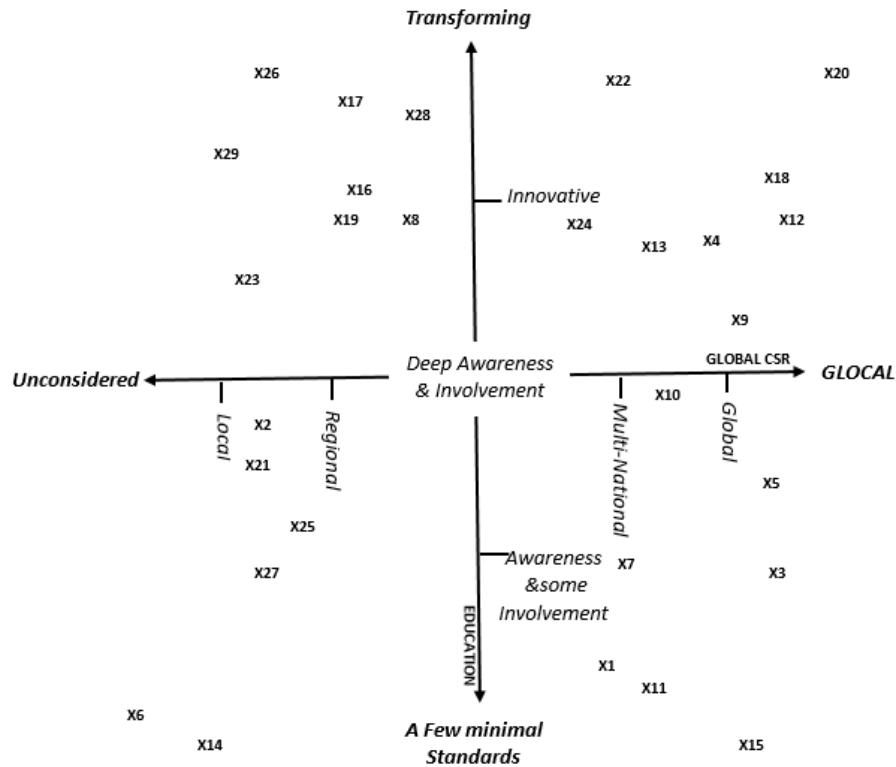


Figure 36. CSR in the MENA Axis Diagram

The CSR in the MENA category includes Education and Global CSR. This diagram shows that the sample is fairly evenly distributed across the poles, with most cases on the top half, illustrating that more than half of the sample are around the innovative regardless of where their operations are run. Overall, only very few cases show minimal standards and involvement in CSR whereas most of the sample hover around deep awareness and innovativeness.

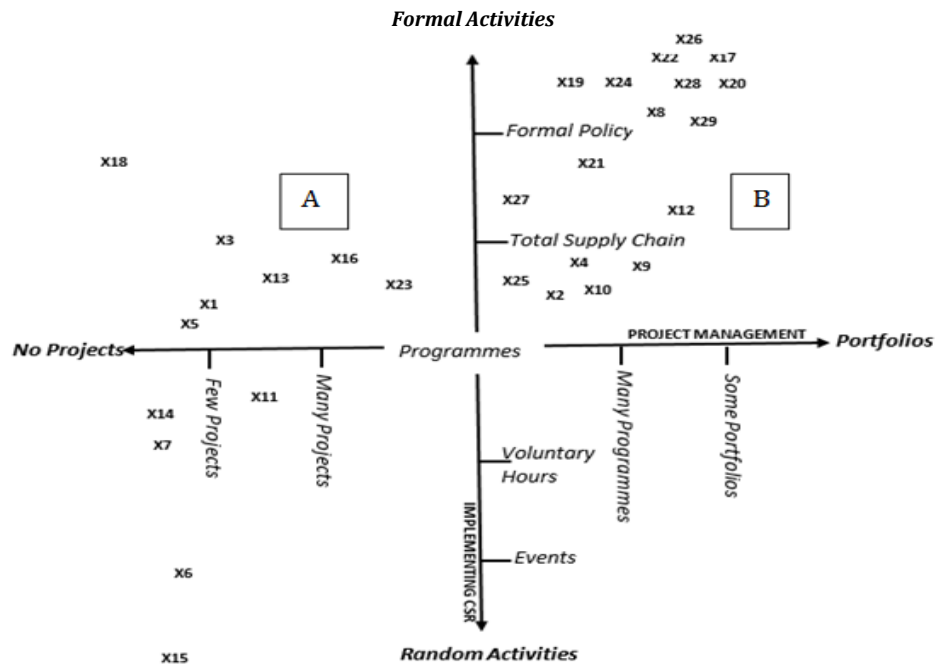


Figure 37. Project Managing CSR Axis Diagram

Project managing CSR involves implementing CSR and project management categories. As illustrated, most cases lie in the top right section of the diagram, indicating a high level of project management with many cases executing their CSR activities via numerous programmes and portfolios. It is interesting to note that none of the cases examined had 0 projects relating to CSR. This shows some evidence that the CSR activity is managed, monitored and organised through project management unlike claims made in literature implying that CSR in the region was misunderstood and un-organised. On the other hand, there are still cases that implement CSR through random activities, events and voluntary hours, yet, these are also still project-managed again illustrating a level of organisation and management that has not been acknowledged in current academic literature. The majority of cases are distributed in the PPP / No Projects quadrant (A) and in the PPP / P quadrant (B).

Overall, these diagrams shed light on the situation and management of CSR projects and programmes in the UAE, as expected, there will always be cases that lean towards a more traditional view of CSR with a focus on charity and donations, nonetheless, the cases examined in the sample have shown a commitment to the management of CSR activities, where simple and strategic CSR agendas are both implemented and managed as projects, programmes and portfolios.

7. Discussion

Main findings

The most significant finding of this study is the strong evidence of project management being utilised successfully to implement CSR activity in organisations. This association has been made and promoted in the literature reviewed, however it has not been mentioned or examined in the context of CSR in the UAE, or the region. The interviews and case study reveal that CSR activity is not only project managed but is considered feasible as socio-economic and strategic corporate initiatives.

Another significant finding that is in conflict with common belief expressed in the academic literature is the fact that strategic CSR exists, and thrives in several corporate organisations in the UAE. The majority of cases examined exhibited a level of strategic and socio-economic CSR that was not expected, only 2 cases demonstrated a “misunderstanding” of CSR as defined in the literature and it is believed that this was due to the fact that these 2 particular interviews were more limited in the information conveyed since they were conducted via email and were short. These findings show that CSR in the region needs to be examined more closely. The study also shows perhaps surprisingly in the light of assumptions drawn from the literature that CSR in organisations in the UAE is actually being implemented consistent with global standards such as the UN Global Compact.

Furthermore, the institutional findings for CSR in the UAE provide insight into the nature and management of CSR in the region. These include discovering the significant role of Government and Leadership as drivers for CSR (Haak-Saheem,

Festing & Darwish, 2016). The results show strong connections between leadership and government/industry relationships. Essentially, the stronger the ties an organisation has with the government, the more CSR is driven by the leadership of the organisation. This finding is reflected in the case study as well, as a semi-government organisation; DXBB and its leadership following the vision and agenda of the UAE Government, consequently leading to its CSR programmes being supported and driven by institutional drivers such as the government in this case. Similarly, a study that was not included in the literature review, but found to be relevant to the findings and also examines the power of government as institutional drivers for CSR, Schrempf – Stirling et al. (2016, p. 706) state that “One potential, although not determinative, source of evidence for the strength of institutional power is the behaviour of other corporations in the same context. If, effectively, no actor was willing or able to resist the prevailing norms, this is evidence of a strong institutional context. Alternatively, if other corporations in the same context did behave differently, this is an indication that institutional pressures were lower” The research for this thesis found that organisations that are more involved with the government are more likely to do more in CSR.

So, in one way, it can be argued that where governmental institutional pressure is increased it is more likely to ensure that all corporations achieve global standards when adopting and implementing CSR. This would also contribute to motivating global corporations, that in this particular study, are not doing much locally in comparison to their global CSR activities, to take on more responsibility and commit and engage in CSR to the same extent as they would in any other developed country. This is an area that is recommended for study in future research. Researchers could

examine organisations within the UAE, focusing on the relationships with identified institutional drivers, of which one can be governmental ties to evaluate the effect of institutional pressure to implement CSR.

These findings add to not only the literature available on CSR in the UAE and the region but are also useful to the general literature on CSR. As suggested by Burke and Loghson (1996, p. 501) there is a need for “exploring the linkage between CSR and the alliance behaviours of firms as well as examining the role of industry leaders in establishing norms for CSR and in innovating strategic CSR”. This study provides insight on both areas. More importantly, the authors urge for a “comprehensive framework should help managers to identify opportunities for and justify greater attention to CSR behaviour which can be linked to the strategic interests of the firm”

Based on the interviews undertaken and the in-depth case study conducted, CSR in these cases from the UAE is more strategic than it is predominantly philanthropic. The available literature on CSR in the UAE and even in the MENA is very limited and built upon much earlier findings which now seem to be stereotyping CSR in the UAE and MENA by implying that CSR in this area is mainly philanthropic. The sample of organisations employed in this research demonstrates that CSR is being implemented by a number of influential corporations based on a strategic and modern perspective focused on achieving socio-economic results. Philanthropy is still present but it seems to be culturally driven rather than organisationally created.

Organisationally, some of the firms involved have even made a point to avoid use of the word “philanthropy”, choosing instead to focus on the socio-economic form of

CSR which an influential group of government and corporate leaders in the UAE believe to be the “right” approach to CSR in the contemporary world.

The available literature implies that CSR is unorganised and misinterpreted in the region. In contrast, it has been found that even the firms that leaned towards a more philanthropic and traditional approach to their CSR initiatives undertaken, organise and implement them through projects. They are structured as such that they are started and completed as projects rather than executed in the unorganised and hasty manner argued in the literature.

The data collected and case study have shown that CSR activity taking place in these particular cases, has been largely project-managed. This applies across strategic programmes for youth engagement and more basic and simple projects like blood-drives being managed through projects, programmes and portfolios. This is a significant finding illustrating that CSR in the UAE is more structured and well-managed than was concluded based on earlier research.

A substantial contribution and revealing feature of this research study is the case study conducted on the CAP youth engagement programme run annually in the UAE since 2014. Actively participating in this case study as well as researching it for this thesis adds further confirmation to the current portrayal of CSR in the UAE as strategic, socio-economic and informed by a modern mind-set. This case illustrates the benefits of project managing a year-long youth engagement programme to serve society by transferring knowledge and skills as well as providing sustainable tangible results. It has also demonstrated the socio-economic features of project managing

strategic CSR activities, by providing the organisations with financial and non-financial benefits such as actual returns on investment, cost-savings, PR, marketing and improved brand image.

The case study undertaken provides tangible, real life evidence on the ideas surrounding strategic CSR in the UAE that were extracted and interpreted from the interviews undertaken. Furthermore, a problem with the available literature on CSR in the UAE and MENA region is not only that it is limited but also obsolete in a sense that CSR, especially during the past few years has become more significant to the business world and many industries. In the same way that well-known phenomena in CSR have been evolving over the last few decades so too are many of the perceptions, management and implementation of CSR constantly changing. The current literature does not take this sufficiently into account and hence many recent, actual initiatives in CSR in the UAE are not included, leaving out an increasingly important region that is well worth examining and understanding more accurately and comprehensively. So, the case study on a strategic CSR programme in the UAE is revealing about current developments, which will contribute to bringing more up-to-date the literature on CSR. These findings are discussed in more detail in the following sections.

Current state of CSR in the UAE

Nature of CSR, Strategy, Issues and Drivers

The results reveal interesting findings on the current state of CSR in the UAE, which include important information on nature, issues and drivers related to CSR. They also

provide some significant findings on the development of CSR over the period of 2011 to 2016.

The current state of CSR in the UAE as part of the MENA and a developing country is revealed to be less philanthropic than was anticipated based on the literature. In fact, data from the interviews and case study show that CSR activity in the UAE is better thought out and strategic in nature than is often asserted. There seems to be a shared, modern perception amongst the interviewees, which promotes strategic and socio-economic CSR. It can even be described as a movement due to the number of cases examined that view CSR in such a way. Namely, there is a strong emphasis on moving away from philanthropy and towards a more sustainable form of CSR that serves organisational goals and serves the community.

Moreover, the CSR issues addressed in the cases examined include transparency, youth engagement, operational efficiency, strategic alignment, sustainability and the triple bottom line. This further exhibits the perspective on CSR that goes beyond philanthropy but also action towards more sophisticated CSR issues. Nonetheless, it is acknowledged as in some of the cases examined, that philanthropy is still present and will possibly always exist in the region due to cultural and religious ties, as well as basic human nature. There will always be organisations that are involved in charity and donations which are labelled as CSR, however, from the results derived from the cases, we can see that it is no longer merely a general understating of CSR in the UAE. CSR seems to be less “misunderstood” by people in the UAE, but arguably well-thought-of and even in some cases, commendable.

The level of sophistication is also apparent in the management of CSR in the UAE. This was an especially important area to examine in light of CSR practice as it is important to investigate the actual implementation of CSR and not just the evaluative and attitudinal perspectives on CSR. This also provides insight into the institutional landscape of CSR in the UAE. The modern view on CSR might show us that CSR is understood and well combined with an apparent acknowledgment of its potential for competitive advantage, however, do the actions and actual implementation of CSR actually keep up with its level of understanding? In this study, some cases actually surpassed expectation by displaying a level of CSR sophistication, implementation and understanding that was not associated with the region, let alone the UAE itself. Again, it is important to acknowledge that the sample also has 2 cases with very traditional views leaning towards philanthropic CSR. However, the remaining 27 cases show a strategic outlook on CSR in both perception and implementation. This is a valuable contribution to current academic literature on CSR in the region which seems to be outdated in its empirical conclusions and has so far not presented any such current findings.

To go even deeper, the results on the implementation of CSR through projects and programmes in the UAE, provide more signs of the strategic nature of CSR found amongst the sample. As shown in Figure 35 (p. 178) the majority of cases appear on the right side of the diagram, illustrating the movement towards the holistic nature of CSR. Moreover, the strategy axis shows that most of the organisations take on an innovative or integrated approach to CSR rather than the philanthropic or engaged approach. We can also see that no cases in the sample displayed no involvement in

CSR, suggesting that CSR is indeed well valued and acknowledged in organisations in the UAE.

In comparison to the literature reviewed, previous studies argue that CSR in the region is relatively undeveloped as well as misinterpreted (Katsioloudes and Brodtkorb, 2007; Jamali and Neville, 2011). Most scholars argue that CSR is mainly philanthropic and unorganised. Still, results derived from this study reveal that CSR in the UAE is at a more advanced level than that claimed in the literature. For example, Sahlin-Andersson (2006, p. 596) state “In the wake of anti-globalisation movements and more specific critiques of specific corporations or industries, and at a time when the market strength of corporations is derived largely from brand image, there has been a need for companies to demonstrate an awareness of social, human and environmental issues.” Similarly, findings from the interviews and case study have shown that CSR has become an integral part of business operations and management culture. As one interview states “That's really the global trend is this, which is what we call it sustainability not really CSR now anymore. It's how to be sustainable in your business. So, outside community work, that's not philanthropy. And there's literature for philanthropy, and you have lots of papers for that. But that's philanthropy. But then we talk about CSR or CR, you're talking about how you conduct your own business”. This is an important statement as it shows awareness and differentiation on the type/nature of CSR. It is also further supports the argument that CSR is regarded in a modern way, rather than only in the traditional and perhaps, stereotypical philanthropic lens. Current literature may unintentionally stereotype CSR in the region due to the lack of data on the present strategic perspectives and implementation of CSR in the UAE. The findings have shown that the majority of the

cases examined view CSR in a strategic manner and do not consider philanthropy in their CSR agenda. Nonetheless, it must be stated that a few of the cases showed more inclination towards philanthropy. This is supported by Figure 35 (p. 178), where the majority of organisations examined are on the top right axis rather than the bottom left, where the focus is on philanthropy.

Moreover, the CSR issues identified from these cases are more often related to organisational strategy and services delivery to the company and community, rather than only being social issues. Most of the cases have undertaken CSR issues that target operational impact and sustainability, again providing some evidence that CSR in the UAE is not only viewed in relation to charity and donations but in a strategic manner with an emphasis on contributing to both organisational and social goals.

Putting CSR into Practice

The results of the study are revealing about the practice of CSR in the UAE. Some factors that influence how CSR is put into practice have been identified by the thematic analysis undertaken in the previous section. The related Figure 34 (p. 177) illustrates that Government/industry relationships and leadership significantly direct how CSR is practiced and managed in an organisation.

We can see that the more the relationship of an organisation is integrated with government bodies, the more organisational commitment to CSR there seems to be. Furthermore, we can see that the leadership of the majority of cases examined are highly committed to CSR to the degree where CSR has a cultural presence in the organisation. This implies that CSR aspects are considered within all operations and

levels of the organisation. On the other hand, two organisations showed minimal commitment to CSR. This is not surprising as it reflects the dilemma of CSR that has been recognised in the literature, in reality and on a global scale; some organisations view CSR as an extra cost and do not adopt it fully. Nonetheless, the strong commitment illustrated by the other organisations goes on to show that CSR is very much acknowledged and integrated in some organisations in the UAE.

In relation to the academic literature reviewed and in particular to the theory of implicit and explicit CSR by Matten and Moon (2008), it is evident that the majority of organisations examined are cases for implicit, not explicit CSR. CSR is believed to be part of the institutional framework and “DNA” or organisational culture of the organisation. In the more impressive cases, CSR is central to the organisation’s operations, for example, D and P are cases where CSR is central to the strategy of the organisation due to the nature of operations and so all functions and programmes are in line with socio-economic CSR. They have an implicit sense of CSR, with operations and outputs/goals that are naturally CSR related, in addition to not being involved in charitable or philanthropic related activities.

CSR in the MENA

The results from this research study on CSR in the UAE, add to the limited literature available on CSR in the UAE and in the MENA. The results from the cases examined illustrate that even organisations that operate on a local level are very well aware of socio-economic CSR and even transforming applications and activities. Based on previous literature covered in the review, this was not anticipated. It was expected that

globally operating organisations would be more aware of socio-economic CSR and its adoption.

Furthermore, the findings also reveal that some organisations that operate on a global level in the sample, actually showed very low involvement and adoption of strategic CSR activities in the UAE. This is very interesting as it shows that perhaps they are expected to do less in other countries than they actually do globally or perhaps in their home countries and regions. The fact that various locally based and founded organisations in this sample are more highly aware and involved in CSR than are the global organisations included, shows that strategic CSR in the UAE does not only exist but is actually acknowledged and striving at a local level.

On the MENA level, based on these findings it is expected that global organisations based in the region act in a similar manner, with less strategic CSR being implemented locally than those globally. The plots are distributed fairly evenly, showing that CSR in the UAE and perhaps the MENA is of a diversified nature and not only philanthropic, with much more happening on the transforming and innovative levels than was expected.

Although previous research argues that CSR in the region is relatively undeveloped and misinterpreted (Katsioloudes and Brodtkorb, 2007; Jamali and Neville, 2011). These findings show that CSR in the region, from both locally and globally operating organisations, is relatively well-understood but also well-executed, with many of the sample's cases showcasing innovative and transforming comprehension and engagement with strategic CSR.

Project Managing CSR

The insights relating to the management of CSR are the most significant part of this study as they reveal more on the side of CSR implementation in the UAE and not just its understanding. Particularly, information on project managing CSR from both the organisations interviewed and the case study, provide us with knowledge that could aid in successfully managing and implementing CSR not only regionally, but even globally. Results from our sample show that CSR is highly project-ised in organisations in the UAE. This was somewhat expected given the project-based environment of the UAE, however it was not expected to be project-ised at such high levels; with complex and long-term programmes that are monitored with measured outcomes. Furthermore, at a simpler, yet still highly significant level, it is worth mentioning that even the language used to describe the projects was not expected; with project management features and jargon present in the interviews and even more so in the case study examined.

Hence, we can see that at the level of perceptions, CSR activities are perceived and treated as projects and programmes. Also, at the implementation level, the CSR activities are actually organised and managed as projects, as illustrated specifically in the case study, the project management approach was used from A –Z. Day-to-day and non-routine, ad hoc situations and activities were project managed; for example the use of project management key trainings such as PRINCE2 to learn how to successfully implement the strategic CSR projects shows that project management is highly valued and relied on to carry out strategic and sustainable CSR.

Furthermore, the scale at which the CSR activity is project-ised is also a key indicator of the important role of project management in these cases. It was not expected to find not only programmes, but in several cases portfolios of strategic CSR programmes that are being carried out in a long-term scope with a lifetime of 5 years or so. This suggests that the programmes being run are sustainable and well managed. The common use of projects and programmes amongst the cases also asserts the significance of project management to CSR.

The literature on project management supports these findings, emphasising the increased adoption of project management in all disciplines to realise organisational strategies and goals. Too et al. (2014, p. 1382) state “There is a significant growth in the adoption of project management disciplines to accomplish work in different sectors and industries.” The authors also add, “The management of multiple projects – including program management and portfolio management – is now the dominant model in many organisations for strategy implementation, business transformation, continuous improvement and new product development”.

Thus, the evidence provided from the interviews, and more importantly the insights on project managing strategic CSR in the UAE made available from the case study conducted, illustrate the ways in which the project management approach can be adopted and utilised to run and implement strategic CSR to achieve organisational objectives and goals. For example, the skills and techniques employed when project managing the CAP such as key project management trainings (PRINCE2, GHG, ESCO), procurement skills, project budgeting, project design and even project construction. The practical implementation of all the skills acquired to actually

execute a sustainable socio-economic project, further supports the significance of project management to implementing CSR.

Moreover, the academic literature reviewed also further supports the use of project management in the area of CSR. Salazar et al. (2012, p. 175) recommend, “CSR activities need to be managed and measured as projects and aggregated to the business or corporate level using a project portfolio”. In some of the cases, project portfolios have actually been used in such a manner and include the youth engagement and transparency programmes respectively.

One of the greatest struggles perceived when coming to implement CSR, is issues of integration and alignment with the overall organisation. It is suggested in the literature that the alignment can help to maximise the benefits related to CSR, this has been illustrated in the case study, where the project management of the Carbon Ambassadors Programme has shown overall alignment and achievement of not only organisational goals but also national goals of the UAE such as Vision 2021. Schieg (2009, p. 315), states “For successful implementation of CSR activities, it is essential to align the commitment of the project organisation to the own business operations and own goals.” A key word here is the term “project organisation”, a form of organisations that is believed to be common in the UAE, where most operations and activities are treated and implemented as projects, the authors further emphasise the use of projects to align CSR activity with overall strategy and goals.

Weber (2008) believes that CSR has the potential to reduce operational risks and save costs in projects (Weber, 2008). Taking into account the CAP case study and in light

of this statement, and from the researcher's experience as an active participant, it can be said that project managing the CAP activities did indeed reduce operational risks and helped with keeping costs under check. For instance, as each team involved in the CAP needed to work on and produce a sustainable container, naturally operational risks were present. However, as the team members all had to undertake project management training and as it was a project that involved budgeting and procurement, as well as consulting with stakeholders, risks such as inadequate training were considerably lowered.

This is not to say that no risks were present, as a participant observer, it can be confirmed that risks were present as with all projects all around the globe.

Nonetheless, it was apparent that project managing the activity enabled those involved in the projects to organise, manage and better prepare for risk, it also significantly helped keep track of the project deadline which, as known and identified in the literature is a common challenge. This reinforces the arguments on the role of project management espoused by academics; Pellegrinelli (2002, p. 229) adds that the success of using project management as a mechanism to achieve goals is due to "the single-minded focus and discipline inherent in project management, and the coordination and integration of such complex initiatives that are facilitated by a coherent programme management framework."

Another example was the cost-cutting associated with projects, a requirement was for all team members to tender for the procurement of the containers as well as for the construction. They had to approach three different organisations to ensure the efficient costing and budget requirements before they could proceed. Hence, the risk

of cost overruns was significantly decreased. The same applied to the construction phase of the project where budget overruns and increased costs were a significant risk, however, the tendering and negotiation skills acquired by the team members during their trainings and practical experiences helped reduce the risks.

Van Heel and Muir (2006) stress that CSR initiatives need to be managed in a manner through which they can actually deliver on the social and economic issues they are set to address. We can see that the CAP programme has been a prime example of how project managing strategic CSR activities resulted in not only influencing the members of society it involved, but actually transformed them in some ways. It also provided financial gains to the organisation. Salazar et al. (2012, p. 175) recommend, “CSR activities need to be managed and measured as projects and aggregated to the business or corporate level using a project portfolio”. This was the case with many of the organisations involved in this study, as well as the in-depth case study that provided insights on the current state of CSR in the UAE.

To re-affirm the applicability of project management to CSR activities, the theoretical framework has further been developed to reflect the significant findings from the participant research case study data (see Figure 38, shown below).

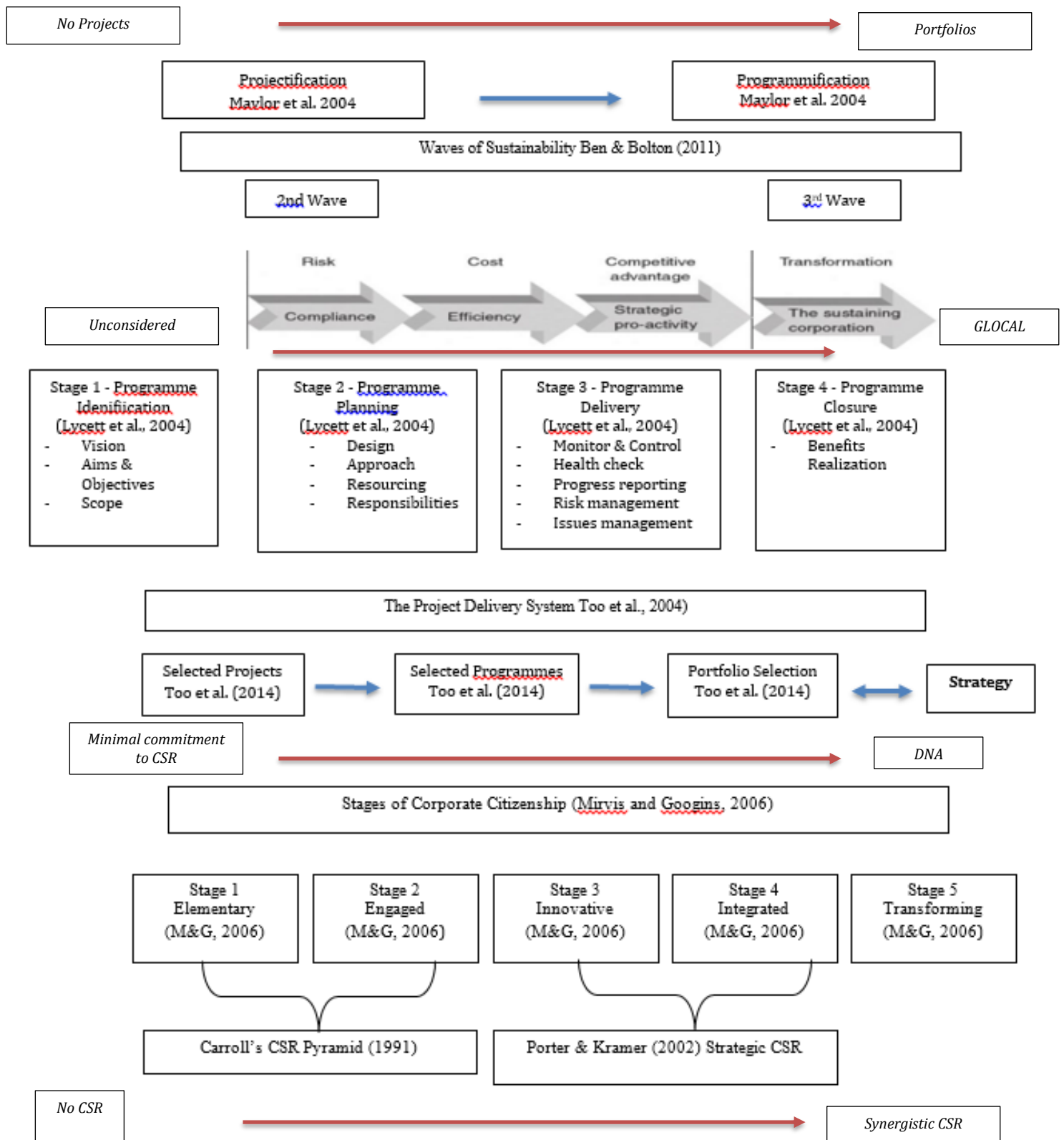


Figure. 38. Project Managing CSR Theoretical and Results Driven Framework

The red arrows represent the different findings from data collected and analysed in the context of the theories examined. As illustrated by the diagram, we can see that the findings actually reflect the idea of project managing CSR initiatives. The “No projects” and “No CSR” measures have still been included but deliberately placed further away as they do not represent any of the cases in this sample, but still need to be included to reflect the possibility of some organisations having no projects or no CSR activity. As we can see, this idea is in parallel with the project-ification and programmification theories discussed previously and included in the framework.

Next, the 2nd top arrow is representative of the awareness and involvement relating to CSR, this is in parallel with the waves of sustainability theory and actually can be used to add a preceding and following wave, where “Unconsidered” represents organisations that not only take CSR into consideration only for the sake of compliance but may even not consider it at all. On the other end, and a step further from the transforming stage is the “Glocal” organisation. This organisation would be sustainable to the extent where it is operating sustainably not only locally but globally as well.

The third arrow from the top, derived from the analysis of our results, is representative of the commitment to CSR, where it has been shown from our cases that minimal commitment to CSR can be achieved through some annual recycling projects, whereas some cases proved to really embed CSR on an organisational level and in all projects, programmes and even portfolios, resulting in becoming part of the organisational DNA. This commitment is a result of the strategy and approach

undertaken by an organisation for CSR and so it is further supported by the project delivery system theory previously examined in the literature review.

Lastly, the bottom arrow represents the nature of CSR in the UAE which from our sample, did not show any cases with “No CSR”, nonetheless it has still been included so as to not disregard the possibility. The “Synergistic” type of CSR represents a significant finding of this study and represents the last stage from the theory of stages of corporate citizenship. It shows that the “holistic” and most highly perceived stage of CSR in academic literature has been found to be existent in some organisations in the UAE.

In summary, the results have provided us with insights on the nature and implementation of CSR in the UAE that was far from the majority of viewpoints and findings presented on CSR in the UAE and MENA in previous literature. The interviews and case study approach has given the researcher close-proximity with the current CSR scene in the UAE and allowed for access to extract rich information on the present condition of CSR in the UAE.

The findings derived from this study are two-fold, on one side we have gained insight on the understanding of CSR in the UAE, shedding light on the apparent common strategic and modern outlook on CSR in the UAE. More significantly, it seems that philanthropy and donations are finally being differentiated from CSR with a truly felt movement towards socio-economic CSR that serves both company and community.

On the empirical and contemporary perspective, we now have a clearer and less biased view on CSR in the UAE. The interviews and case study provide evidence unlike to what is implied in literature, CSR, in the UAE based cases examined. Overall, it is perceived strategically, with a complex understanding for its need to be socio-economic and aligned to organisational goals, and in some cases even national goals.

On the other hand, we have learned of the management and implementation of CSR in the UAE. This is an area that has not been exposed in the literature and also somewhat unfairly implied to be lacking in real-life. It is due to this that the evidence derived from the interviews and case study has pleasantly surprised the researcher. It was not expected that CSR would be not only managed, but project managed to “a T” in some cases. This was revealed by the case study conducted and further supported by some findings in the interviews. The fact that there is a transformational CSR programme that is project managed in the UAE and also, not to forget, backed by government and semi-government organisations as well as supported by the UN Global Compact, shows us, undeniably that statements implying CSR in the region is ill-structured and misunderstood perhaps do not take into account recent developments on CSR in the UAE. Thus, this study provides information for future researchers seeking to examine CSR in a growing and increasingly important region; it provides a comprehensive start that includes the recent and on-going activities of CSR in such a region. Hence, relying on previous research may somewhat be stereotypical and does not give future researchers a holistic view and current enough background to reflect upon when approaching CSR in the UAE or similar region.

Furthermore, the framework developed would be useful as a measure when conducting future research on project management and CSR in perhaps different regions. It provides a comprehensive structure that includes relevant theory and practices in the area of CSR that can be further employed for other studies and even developed upon.

More importantly, the implications for project managing strategic CSR projects and programmes from the case study may be useful and relevant to not only organisations in the region but even to organisations globally. On the implementation side, this study has provided insight on many areas related to CSR that are globally significant such as CSR implementation through projects and programmes, strategically aligning CSR projects and programmes to achieve organisational goals, monitoring and measuring CSR project and programmes outcomes, reducing risk and maximising benefits relating to CSR through the application of project management. These are areas that are relevant and important to CSR implementation world-wide.

Limitations and Ethical considerations

Research project boundaries

The research study is limited to organisations in the UAE which are engaged with CSR. The study aims to explore and achieve a deeper understanding and insight into the nature of CSR activity and projects in the UAE. Organisations which do not have CSR activities are not included as they do not provide enough of a platform for examining CSR in the UAE.

Limitations in scope

The study does not cover all aspects of CSR and neo-institutionalist theory.

In terms of CSR, Blowfield and Murray (2008, p. 15) mention and examine work by the Ashridge Business School (2005) that identifies different aspects of CSR including; “leadership, marketplace activities, workforce activities, supply chain activities, stakeholder engagement, community activities and environmental activities”. Similar to some of the prevalent CSR topics mentioned previously, not all factors can be considered in this study. Supply chain, marketplace and workforce activities have not been addressed in depth, on the other hand, leadership, (organisational and project); community and environmental activities, which are more closely related to the study, have been included.

With relevance to neo-institutionalist theories, central aspects relative to CSR have been included, such as Di Maggio and Powell’s concept of isomorphism (1983). The organisational field of CSR for the case study firms is focused on rather than other important elements characteristic of the different industry sectors. The focus has been predominantly on organisational project management in the study. The sector is not a selected emphasis for this research study on organisations’ CSR activity and their project and programme forms.

Moreover, this research is designed to learn more about CSR activity, projects and programmes from different institutions. The organisational and neo-institutional perspective on the topic is designed to find more in-depth data on how CSR in the UAE is managed. As such, regarding the coercive institutional factors reveals the pressures stemming from organisations that could be driving CSR. For example,

some organisations feel inclined to achieve a local CSR standard and are driven by higher-level institutions to attain these labels, awards and accreditations. In the case of CSR in the UAE, institutions such as the Arabia CSR Network and the Dubai Chamber CSR label are standards many UAE-based local and international organisations recognise and strive to obtain.

By including mimetic institutional factors in the research designs, the pilot study revealed that some UAE-based organisations are striving to reach a global CSR/sustainability standard. For example, although an organisation may regard itself locally as a front-runner in CSR and sustainability, it should still find out what organisations are doing globally. For example, case M is a locally based organisation that is looking to achieve international standards in sustainability. The organisation considers processes and operations relating to CSR/sustainability implementation worldwide. This suggests some mimetic behaviour based on the preferences and actions of global organisations. Including these factors in the research design has uncovered more knowledge about the standards and implementation of CSR projects in the UAE.

The research design also includes normative pressures related to CSR projects in the UAE. Normative pressures include the educational factors that could be driving CSR, for example, the pilot study has demonstrated that various CSR managers have similar backgrounds and are familiar to each other, in their ideas of developing CSR, which could give insight into how CSR is likely to change in the UAE. Overall, having the research design include data on these institutional factors helps us to understand how CSR projects in the UAE are managed, designed and implemented. They have

facilitated an understanding of CSR in the UAE informed about its institutional roots, which is essential also to shed more light on CSR projects and project management.

8. Conclusions & Recommendations

In conclusion, the research undertaken for this thesis explores the current landscape of CSR in the UAE and reveals important elements contributing to its development and sustainability. The study identifies significant institutional drivers, processes and developments related to CSR in the UAE that have not been included in current academic literature. Institutional factors include the role of government and leadership in driving CSR in the UAE and furthering its development from traditional CSR to socio-economic that is aligned to organisational goals and contributes to the national agenda towards sustainable development. The study generates theory on the current nature of CSR in the UAE and MENA region, revealing developments towards a modern strategic view of CSR which was unaccounted for in recent literature, leaving out and not acknowledging the existing strategic and evolving approach to CSR in the UAE.

More significantly, the study builds on theory relating to the improvement of CSR implementation and management through projects and programmes in the UAE. This is important as it can be relevant to leaders, top management, project managers, CSR champions and stakeholders looking to implementing CSR anywhere around the world. The case study examined is not culture-specific although it does serve national goals and the UAE's sustainable development, the case has a sense of replicability and can be applied to any country looking to take on socio-economic CSR. The case provides a replicable and tested mechanism through projects and programmes to effectively implement CSR activity and achieve deliverables.

Overall, the data examined has illustrated the pragmatic approach project management can provide when undertaking CSR activity, helping align CSR to both organisational and national goals. The organisation and management of CSR have been examined on how they attempt to keep CSR goal orientated, aligned and strategic. The comprehensive single case study undertaken finds that project managing strategic CSR can result in tangible returns that are significant to the community and beyond; taking into account goals of the company, country and other stakeholders.

Implications for future research

Academic implications

One of the main findings that emerged from this study was the role of governmental ties on the strategic orientation and implementation of CSR. As mentioned previously, this is an area that could be further examined in future research. Research can be undertaken to identify and examine a number of institutional drivers for CSR implementation in the UAE. This study has helped identify how governmental relationships have an effect on the level and degree that CSR is adopted in an organisation, and it would be well worth examining other ties which may be relevant such as pressures from other organisations in the industry supply chains as well as other external stakeholders and dynamic influences.

Furthermore, as philanthropic CSR was not focused on in this study and, on the contrary, the study revealed cases that were not involved in philanthropy, it would be interesting to actually seek organisations that still view CSR traditionally and examine them to understand why they still perceive CSR in such a way when it has been shown to be developing not only globally but also locally. This would add to our

general understanding of CSR in the region. The same research agenda would help to identify the pressures that these organisations face in comparison to the pressures organisations that adopt strategic CSR face.

Lastly, project management has been argued to be a successful and efficient way of managing CSR activities. This study has focused on the management of CSR through projects and programmes, revealing that the mechanism, techniques and project phases can be applied to CSR initiatives and in some cases help to successfully implement CSR in a more structured way that improves profits and reduces risks. This is an area that could be further examined, with the theoretical framework developed in this thesis taken into account. Generally, exploring more CSR cases with the project management lens would increase and improve our knowledge on the implementation and management of CSR not only regionally but globally. It would also add to the current body of literature which needs to grow and include more on strategic CSR projects and programmes.

Organisational implications

The case study has been significant not only academically but even more so on a practical level. The inclusion and thorough examination of this case study in this research provides organisations, local, regional and even global with the opportunity to learn and apply project management aspects to CSR initiatives. The relevance of the case study to practitioners such as top-management, CSR champions, and project managers makes it valuable to other regions. It is a case that has been implemented successfully and can be replicated and improved upon in other regions.

It can be used as a blue-print for organisations to develop their own CSR initiatives strategically, by providing for both organisational and societal goals that are currently relevant to the development of the country at which they are operating in. These factors need to be taken into account to maximise the benefits of socio-economic CSR and this case illustrates both the tangible and non-tangible benefits of CSR that can be reaped.

The theoretical framework can also be considered by organisations when planning their CSR agenda to help them understand and determine the amount of involvement and type of CSR which is strategic to their organisation. The lessons learned from the case study are indeed valuable to organisations in general and more specifically so for CSR champions and project managers (keeping in mind that these can often overlap). Most importantly, it is a case that can be replicated and even developed further for different CSR programmes.

National implications

As this study is based in the UAE, it must be noted that the research provides and reveals useful information on CSR projects and programmes in the UAE for governmental bodies, ministries, NGO's, CSR establishments, and institutional bodies that need to consider CSR. The identification of government relationships as a driver for CSR is also extremely relevant to these bodies, as it further emphasises the importance of their role in the CSR landscape of the UAE and reveals the areas in which their increased involvement would be beneficial in the sustainable development of CSR in the UAE. For example, the study reveals that some global organisations need to do much more locally in comparison to their CSR operations in other regions. Governmental bodies can take into account this real-life data to develop a

plan, or even better yet, a programme that engages globally based organisations to better identify, manage and implement their CSR goals in the UAE.

Overall, this study provides researchers, organisations, project managers, and the leaders who are committed to the positive potential of socio-economic CSR, with valuable and significant information on the management of strategic CSR through projects and programmes. More specifically we have gained significant knowledge on CSR nature and operations in a region that has been neglected in the academic literature.

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Appendix 1- Pilot Study Schedule of CSR Interview Questions

CORPORATE SOCIAL RESPONSIBILITY (CSR) Interview Questions

1. How do you define CSR? How does your organisation define CSR?
2. What is the strategy of your company in terms of CSR? What are its key components?
3. How does this strategy fit the overall strategy of your company? Is there alignment?
4. What are the ways in which CSR is practiced in the industry in which you operate?
 - a. Are there pressures for compliance / pressures of supply chain?
5. How would you define and describe the 'community' within which your company operates?
6. In what ways does your company feel accountable to this community?
 - a. How do you serve it?
 - b. How do you involve them in governance (decision making) in your organisation?
7. Who are your key stakeholders and how do you communicate with them?
8. What are the key organisational strategies / structures / mechanisms through which CSR is supported in your organisation?
9. What are the ways in which the leadership of your company is supporting CSR?
10. What have been the main barriers to CSR implementation in your company?
11. Have you experienced any CSR project / strategy failures?
 - a. What did you do?
 - b. What did you learn from those?
12. What are the main HR policies that you have in your company? And, how do they support the central HR strategy?
13. How do you build and maintain networks in and around your company?
14. Does your company have any particular policies for the environment, or health and safety?
15. How are CSR activities / initiatives measured in your organisation?

a. How is the impact on community measured?

16. How are CSR activities / initiatives in your organisation monitored?

Appendix 2 – Revised CSR Interview Questions

CORPORATE SOCIAL RESPONSIBILITY (CSR) Interview Questions

1. How is CSR defined in your organisation?
2. What does your job in relation to CSR involve?
3. What is the CSR strategy in your organisation? Is there alignment with the overall strategy?
4. What are the key organisational structures / mechanisms through which CSR is supported and implemented in your organisation?
5. What are the ways in which the leadership of your company is supporting CSR?
6. Are there any pressures to implement CSR activity in your organisation?
7. What have been the main barriers to CSR implementation in your company?
8. What CSR projects/programmes are you currently involved with?
 - a. How are they measured and monitored?
9. How far are CSR projects/ programmes strategically integrated in your organisation?
10. What are the expected outcomes or goals from your CSR activities and projects
 - a. For your organisation
 - b. For the community/society

Appendix 3 - Relevant CSR Article

(<http://www.thenational.ae/uae/corporate-social-responsibility-should-be-uae-goal>)

Corporate social responsibility should be UAE goal

Ramona Ruiz

April 1, 2014 Updated: April 2, 2014 10:41 AM

ABU DHABI // Adopting a strategic [corporate social responsibility](#) initiative that looks beyond philanthropy will help companies in the GCC achieve a place in the global market, experts said.

"Awareness of the importance of corporate social responsibility has been growing in the GCC over the last 10 years," said Nasser Al Issa, chief sustainable officer at Saudi Generations.

"But there is a clear gap between what is happening in the GCC compared to advanced countries, particularly in Europe and in North America. These gaps are in knowledge, innovation, research, training and education, and web applications, among others."

He was speaking on the sidelines of the second Global Corporate Social Responsibility (CSR) Conference in Abu Dhabi yesterday. The theme of the conference is "The New Role of Sharing Values", to promote the need to share best practices, opportunities, knowledge and technology.

It was held under the patronage of Sheikha Fatima bint Mubarak, chairwoman of the General Women's Union, supreme chairwoman of the Family Development Foundation and president of the Supreme Council for Motherhood and Childhood.

"Government and semi-government authorities in the region can work on a strategy to develop on a local CSR guide and a [reporting system](#)," Mr Al Issa said. "Once you develop a CSR programme, it has to grow, be sustainable and adapt to the local needs and culture."

The GCC has the potential to be a global leader in CSR and sustainability, he said. "The money is there and we have the expertise. The UAE is the best in the GCC in terms of CSR. I'm particularly impressed with the initiatives of the Emirates Foundation."

Another CSR expert agreed.

"A number of UAE companies are very progressive, are leaders in their field and can be a role model in the region," said Nikos Avlonas, founder of the Centre of Sustainability and Excellence, a global advisory and training organisation specialising in sustainability.

Progress has been made in the GCC as there has been a shift from traditional to strategic CSR, he said. "It is a slow progress but most companies fail to make it more strategic in the social part, because it is under the public relations department which wants publicity," Mr Avlonas said.

Philanthropy in itself is not enough to make a difference, he said.

“Philanthropy is good to do but CSR is even better,” he said. “Companies in the region should move from the traditional CSR programmes to a more strategic CSR, and quantify and design metrics for measuring the impacts.”

At the moment, most companies are quantifying environmental impacts but not social issues.

“Social Return on Investment is a great methodology to quantify data and quantify the social value,” he said. “I think it can help close this big gap.”

Sultan Mohammed Al Shehhi, project manager at the Emirates Red Crescent, said it was looking at greater participation of companies with the society. “But it’s not all about funding. It’s about what they can do for this country,” he said. “They should feel the need to give back to the community.”

Sheikh Nahyan bin Mubarak, Minister of Culture, Youth and Community Development, who inaugurated the conference, praised Sheikha Fatima’s support for the event, which he said would greatly benefit the UAE and the region.

He also praised the leadership of the President, Sheikh Khalifa, which stresses social responsibility in protecting the environment and developing society.

Sheikh Nahyan thanked Sheikh Hamdan bin Zayed, the Ruler’s Representative in the Western Region and chairman of the Emirates Red Crescent, for promoting social responsibility in the UAE.

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Read more: <http://www.thenational.ae/uae/corporate-social-responsibility-should-be-uae-goal#ixzz3L6Z4gk5O>

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Appendix 4 – UAE 2021 Vision Webpage

The UAE Government wants to ensure sustainable development while preserving the environment, and to achieve a perfect balance between economic and social development. To do that, the UAE Vision 2021 National Agenda focuses on improving the quality of air, preserving water resources, increasing the contribution of clean energy and implementing green growth plans.

Also, the National Agenda highlights the importance of infrastructure and aims for the UAE to be among the best in the world in the quality of airports, ports, road infrastructure, and electricity. And leading telecommunications infrastructure will allow the UAE to become a forerunner in the provision of Smart services.

Finally, seeking to further improve the quality of life of its citizens, the Agenda has set a target to provide suitable housing for eligible UAE nationals within a record timeframe.

(<http://www.vision2021.ae/en/national-priority-areas/sustainable-environment-and-infrastructure>)

Appendix 5 – Year of Giving (CSR in the UAE – 2017)

WHY THE YEAR OF GIVING?

Sheikh Mohammed bin Rashid Al Maktoum

The UAE's President His Highness Sheikh Khalifa bin Zayed Al Nahyan has declared 2017 as the Year of Giving. On this occasion, and in light of the New Year, I wish to share a few heartfelt words on what 'giving' is, and why the UAE is dedicating a year to it.

'Giving' is a value we cherish and saw personified in the UAE's Founding Father Sheikh Zayed. We continue to see this philanthropic legacy embodied by his sons and ingrained in the DNA of our society. Through my humble experience, I believe giving is not limited to monetary donations. Rather, "giving" is defined by the differences we make: the differences in someone's life, in a society, or in a nation. Sheikh Zayed's legacy is not measured in the generous donations he made to the less fortunate only, but in the impact he has had on our lives and our country forever. This is our goal for the Year of Giving – to make a difference in the lives of those we care for, and in ourselves.

To achieve this, the first step is asking ourselves exactly how we can make a difference. Every father, mother, son and daughter can ask him or herself how they can contribute to the advancement of their families and communities. All of us have the capability and capacity to make a real difference in the lives of those around us. There are so many ways to give. We can give back to our environment – to clean beaches and deserts, to care for trees and to be kind to all inhabitants on our earth. 'Giving' is easy and abundant... it is feeding a bird, smiling at your neighbors, or going above and beyond at your job. If you are a person with power and responsibility, 'giving' is making your people happy, and being kind to them when you implement laws.

Volunteerism is another way to give: volunteer an hour, a day or a week of your time; volunteer your skills, your knowledge and your energy. Volunteer and make a difference in your society. When people spend their lives accumulating material assets and wealth, they quickly learn that there is no meaning in life unless they share their wealth in the service of others. No one can feel fulfilled until he or she starts 'giving' to make a difference.

We also urge business people to take part in the Year of Giving. I know many who have already given generously to the UAE in the social, medical, educational and environmental sectors. We

thank them wholeheartedly. To others, we will support you on your quest to making a difference. We will facilitate opportunities for you to give back, whether it is establishing nursing homes, sponsoring facilities for people with disabilities, building medical clinics, establishing charitable institutions, or launching environmental or humanitarian initiatives. We will recognize your efforts and make it as easy as possible for you.

To our government, our service is rooted in the spirit of ‘giving’ in order to make a difference in our country. We have high expectations for extraordinary initiatives from you as always. I encourage you to create volunteer opportunities and embed the virtue of volunteerism in our next generation. I also urge you to create partnerships with the private sector to facilitate laws and procedures for anyone who wants to give back, and to encourage anyone who wishes to make a positive impact on our country.

As we look forward to a new year, we wish for goodness and bliss for all. We hope for another year in a cohesive and prosperous UAE, where everyone cares for everyone, and where everyone finds a way to make a difference. I am optimistic that 2017 will leave a lasting legacy – one where the principles of giving are deeply implanted in the hearts of many more generations to come.

Mohammed bin Rashid Al Maktoum

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Appendix 6 –

From CSR1 to CSR2: The Maturing of Business-and-Society Thought

The article by Frederick (1994) discusses the different understandings and perceptions of CSR throughout its history. More importantly, the author discusses the obligations of CSR, which he believes have come from different sources throughout the years. Frederick (1994, p. 151) states, “the fundamental idea embedded in ‘corporate social responsibility’ is that business corporations have an obligation to work for social-betterment.” The author acknowledges that CSR seems to be loosely defined but has identified this obligation as its essence.

Frederick (1994, p. 151) also realises that this obligation may have either a negative or positive effect on business operations and profits. The author also looks at pressures that may create this obligation; “The obligation maybe recognised and discharged voluntarily by preemptive actions by the company, or it maybe imposed coercively by actions of the government.” The author examines different institutional pressures and external factors that maybe be sources for creating this obligation, which include social, economic and political powers of an organisation, a dread over government intrusion on private decisions, readily available resources and talent to manage social issues, the personal interest of company leadership and many others.

Three key issues relating to the obligation of CSR are identified. Firstly the issue of defining CSR and it’s meaning is discussed and recognised as an issue. Interestingly, this has been one of the most controversial aspects of CSR throughout its lifetime in literature and has been identified by many in former and current research on CSR. Next, Frederick (1994, p. 153) finds the “institutional mechanisms through which the idea of ‘corporate social responsibility’ could be made to work” to be another issue. He lists possible mechanisms including “business response to traditional market forces, voluntary business response that goes beyond immediate economic considerations, government assisted business response to...” and many other possible mechanisms, which can be utilised individually or together. Also, the issue of the “trade-off” between the economic side of CSR and the social goals is mentioned, the

author states that “the trade-off between economic goals and costs, on one hand, and social goals and costs, on the other hand, cannot be stated with any acceptable degree of precision.” Similar to the definition of CSR, Frederick (1994) implies that the “cost-benefit analysis” relating to CSR also remains unclear. Lastly, the “moral underpinnings” of CSR are also identified as an issue as they are also unclear.

In response to these issues, the author identifies that there are newer theories relating to CSR and to differentiate between former and more recent ideas, the author introduces CSR1 and CSR2. CSR1 refers to “corporate social responsibility” while CSR2 refers to “corporate social responsiveness”. CSR2 is described as “an attempt to escape the several dilemmas embedded in the debate over ‘corporate social responsibility’”. Frederick (1994, p. 154) states the 1970’s as the period in which “corporate social responsiveness” was commonly used instead of “corporate social responsibility”. He states that CSR2 relates to the “capacity of a corporation to respond to social pressures” As it deals with questions such as how, when, will and can a corporation take on CSR, CSR2 is believed to have a “managerial approach” whereas CSR1 being a different question and more vague, it is described as “philosophic”. Frederick (1994, p. 155) claims “CSR2 shuns philosophy in favour of a managerial approach. This is important to my study, which also acknowledges management, project management, in particular, as a means of better delivering CSR goals and achievements. It is interesting to see that the author here has identified the managerial approach as a way of dealing with the dilemmas so commonly associated with traditional CSR, which would be CSR1 in this case.

The author states “The abstract and often highly elusive principles governing CSR1 are replaced by CSR2’s focus on the practical aspect of making organisations more socially responsive to tangible forces in the surrounding environment.” Hence, CSR2 seems to be a more practical approach to achieving CSR1. Furthermore, another issue frequently associated with traditional CSR or CSR1 is the idea of it being treated as a separate issue rather than being included in operations. Also, Frederick recognises that CSR1 often lies with the leadership of companies, whereas CSR2 “looks to an institutionalised company policy for its successful implementation.” Again, this aspect of Frederick’s study is important to my research as he takes into account the

institutionalisation of CSR.

The main difference between CSR1 and CSR2 is described by the author as a matter of assumption. CSR1 deals with whether organisations are involved with CSR or not, whereas CSR2 assumes that organisations are taking on CSR and looks into practical steps for its implementation.

Several implications of CSR2 are listed by Fredericks (1994), these include taking the moral emphasis off organisations, the author believes this may reduce reluctance or defensiveness related with CSR1. The second implication is that CSR2 theory “puts a strong emphasis on the need for tools, techniques, organizational structures and behavioural systems most appropriate for truly responsive company.” It looks into practical steps to take on CSR. Another implication is the research related to “business and society issues”, CSR2 will help organisations respond to governmental or environmental bodies, CSR2 is more “action orientated” and so again gives a more practical way to deal with these groups. The last implication is described as the most important one and relates to the possible examination of external and internal limits to organisational responsiveness. These can be identified and worked on practically, whereas with CSR1 they would be overlooked by the philosophic lens. Looking at CSR and realising that many of the issues described are still here a decade later, this is an important study with interesting implications that seem logical, nevertheless, the author acknowledges that CSR2 also has its shortcomings. It still does not look into the issue of defining CSR, it only assumes that it is to be implemented and does not deal with defining it first. Also, CSR2 does not look into “the nature of business-society relationships” or “social change”, which could be important when studying CSR in general. The last implication refers to providing “no specific set of values for business to follow in making social responses”, this was identified as a shortcoming of CSR1 and so CSR2 also doesn’t deal with it.

Overall, the idea of organisations being socially responsive instead of responsible is interesting and the managerial approach of CSR2 gives a practical platform for taking on CSR. In a way it is a more tangible way to take on CSR.

Appendix 7 – Selected codes

Tree Nodes

Name	
CSR issues	
Awareness and Education for CSR issues	
Carbon footprint	
Corporate Governance	
Equality	
Floods	
Handicapped	
Human rights	
Sustainability	
CSR and sustainability	
Environmental issues	
marine life	
Water	
Water waste	
Time in the context of CSR	
Economic crisis	
Time-off	
unprivileged	
War victims	
Waste Management	
welfare	
Women	
CSR strategy	
Balance	
Alignment	
Consistency	
Cost Vs. Benefits	
CSR balance	
Expectations	
CSR approach	
Building capacity	

Tree Nodes

	Name
<input type="checkbox"/>	<input type="radio"/> Economically feasible
<input type="checkbox"/>	<input type="radio"/> Shared Value
<input type="checkbox"/>	<input type="radio"/> Win-win situation
<input type="checkbox"/>	<input type="radio"/> CSR centre or entity
<input type="checkbox"/>	<input type="radio"/> Budget
<input type="checkbox"/>	<input type="radio"/> CSR entity
<input type="checkbox"/>	<input type="radio"/> CSR job titles
<input type="checkbox"/>	<input type="radio"/> Corporate responsibility officers
<input type="checkbox"/>	<input type="radio"/> CSR manager
<input type="checkbox"/>	<input type="radio"/> CSR networks
<input type="checkbox"/>	<input type="radio"/> CSR team
<input type="checkbox"/>	<input type="radio"/> CSR policy
<input type="checkbox"/>	<input type="radio"/> CSR and HR
<input type="checkbox"/>	<input type="radio"/> Health and Safety
<input type="checkbox"/>	<input type="radio"/> Pension
<input type="checkbox"/>	<input type="radio"/> Procurement policy
<input type="checkbox"/>	<input type="radio"/> Recruitment
<input type="checkbox"/>	<input type="radio"/> Retention
<input type="checkbox"/>	<input type="radio"/> Reward
<input type="checkbox"/>	<input type="radio"/> CSR structure
<input type="checkbox"/>	<input type="radio"/> Partnerships
<input type="checkbox"/>	<input type="radio"/> Trust
<input type="checkbox"/>	<input type="radio"/> Defining CSR
<input type="checkbox"/>	<input type="radio"/> Changing CSR to CR
<input type="checkbox"/>	<input type="radio"/> Community
<input type="checkbox"/>	<input type="radio"/> Community engagement
<input type="checkbox"/>	<input type="radio"/> Core activity
<input type="checkbox"/>	<input type="radio"/> CSR as a must
<input type="checkbox"/>	<input type="radio"/> CSR as added value
<input type="checkbox"/>	<input type="radio"/> Interest in CSR
<input type="checkbox"/>	<input type="radio"/> Niche

Appendix 8 – CAP Turn-Key Projects – Recycled Sustainable Containers

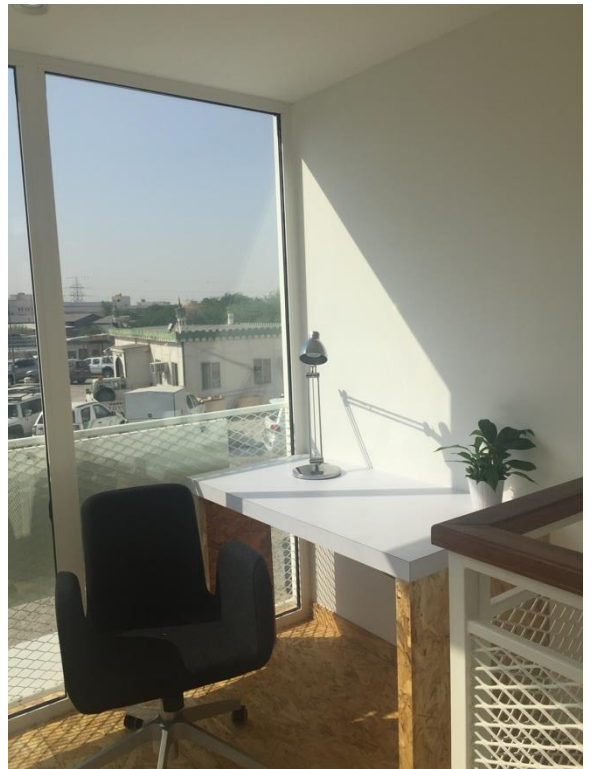
SUAE:



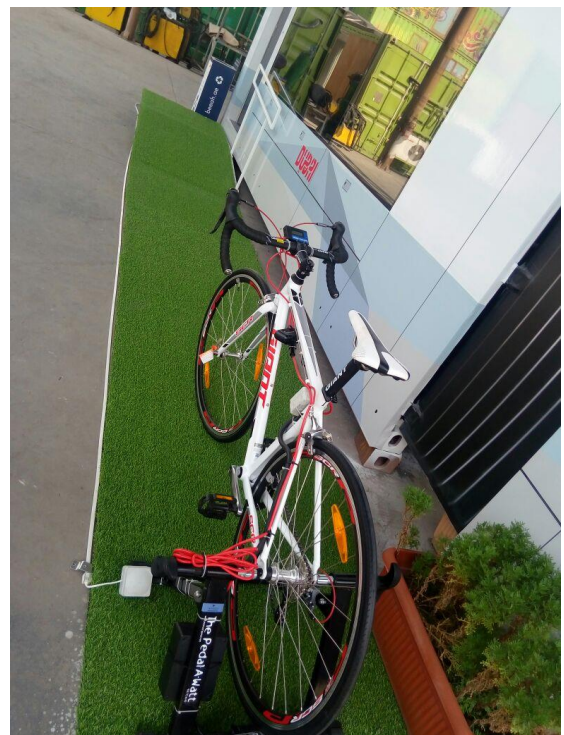
MOC:



DXAA:



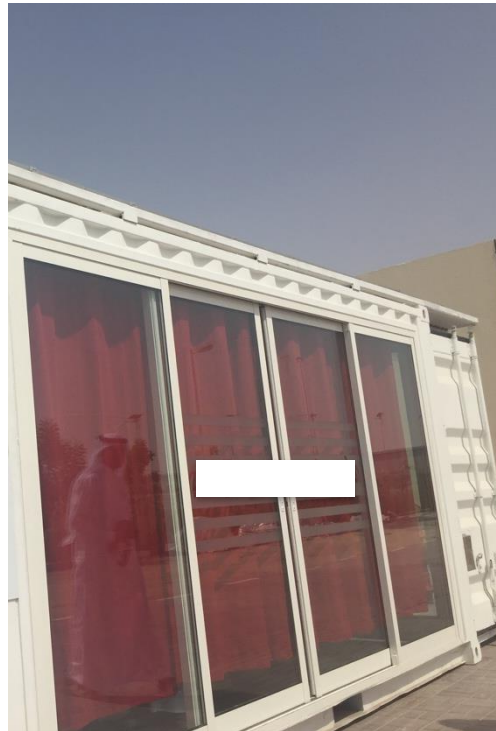
RTD:



DD:



MD:



DO:



More at <http://DXBB.ae/programmes/>

Appendix 9

2.5 The Project Management of CSR activity: CSR in the PMBOK guide

To illustrate the possible effects of project management on CSR and vice versa, the Project Management Institute's PMBOK (Project Management Body of Knowledge) has been examined. As mentioned previously, links between CSR and project management have been made in literature and so this forms the basis for exploring this connection even further, for the benefit of both project management and CSR.

1.4 Relationships Among Portfolio Management, Program Management, Project Management, and Organisational Project Management (PMBOK, 2013)

OPM is a strategy execution framework utilizing project, program, and portfolio management as well as organisational enabling practices to consistently and predictably deliver organisational strategy producing better performance, better results, and a sustainable competitive advantage. Portfolio, program, and project management are aligned with or driven by organisational strategies.

... OPM advances organisational capability by linking project, program, and portfolio management principles and practices with organisational enablers (e.g. structural, cultural, technological, and human resource practices) to support strategic goals.

...An organisation measures its capabilities, then plans and implements improvements towards the systematic achievement of best practices.(PMBOK, 2013, p. 7)

Figure 5 (below) shows the comparison of project, program, and portfolio views across several dimensions within the organisations.

Organizational Project Management			
	Projects	Programs	Portfolios
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project lifecycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have an organizational scope that changes with the strategic objectives of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Program managers expect change from both inside and outside the program and are prepared to manage it.	Portfolio managers continuously monitor changes in the broader internal and external environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project lifecycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project manager; they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff, or program and project staff that may have reporting responsibilities into the aggregate portfolio.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget and benefits of the program will be met.	Portfolio managers monitor strategic changes and aggregate resource allocation, performance results, and risk of the portfolio.

Figure 5. Organisational Project Management (Adapted from PMBOK, 2013)

Understanding project management and the different dimensions of it is important for CSR, especially in the UAE, where many activities are project-ised and executed. It is also important when looking at the nature and complexity of CSR activities, for example, Figure 5 from the PMBOK guide shown above illustrates the difference between projects, programs and portfolios. Applying this to CSR and the CSR stages discussed by Mirvis and Googins (2006), CSR initiatives such as blood drives, beach-clean ups and recycling can be regarded as projects because of their simple and short-

term nature. On the other hand, more complex and large scale activities such as green balance score cards, sustainability frameworks, carbon credits, and sustainability reporting would all be projects under a sustainability programme. In this case, it seems that CSR is managed more seriously and the individual projects all contribute to the larger goals of the programme. A portfolio of CSR projects would mean that even more projects are run through programmes and managed under a larger portfolio. The application of PM to CSR allows us to take into account the complexity of CSR projects and how much change, planning and management is needed at specific levels of complexity. For CSR, this could also help the monitoring and measuring of CSR impacts, which is often felt to be problematic.

1.4.3 Projects and Strategic Planning (PMBOK, 2013)

According to the PMI (PMBOK, 2013, p. 10): “Projects are often utilized as a means of directly or indirectly achieving objectives within an organisation’s strategic plan.”

Projects arise in response to market demand, strategic opportunity, social need, environmental consideration, customer request, technological advance and legal requirement. Example for each respectively include: “a car company authorizing a project to build more fuel-efficient cars in response to gasoline shortages”; “a training company authorizing a project to create a new course to increase its revenues”; “a nongovernmental organisation in a developing country authorizing a project to provide potable water systems, latrines, and sanitation education to communities suffering from high rates of infectious diseases”; “a public company authorizing a project to create a new service for electric car sharing to reduce pollution”; “an electric utility authorizing a project to build a new substation to serve a new industrial park”; “an electronics firm authorizing a new project to develop a

faster, cheaper, and smaller laptop based on advances in computer memory and electronics technology”; “a chemical manufacturer authorizing a project to establish guidelines for proper handling of a new toxic material”. (PMBOK, 2013, p. 10)

Reviewing section 1.4.3 of the PMBOK guide, it is evident that environmental consideration is considered as a strategic consideration. This directly links project management and CSR goals and illustrates that environmental or socio-economic initiatives can be carried out as projects and perhaps should be for improved performance monitoring and outcome measurement.

1.5 Relationship between Project Management, Operations Management, and Organisational Strategy (PMBOK, 2013)

The PMBOK (2013, p. 12) notes that “Though temporary in nature, projects can help achieve the organisational goals when they are aligned with the organisation’s strategy.” It also identifies that many routine operations are the primary responsibility of operational managers involving distinct skill sets.

Projects require project management activities and skill sets, while operations require business process management, operations management activities, and skill sets.

CSR has likewise been argued to be more likely to achieve organisational goals when it is strategically aligned (Porter and Kramer, 2006). The routine activities of an organisation’s CSR may be best embedded in standardised operations, whereas more complex, unusual or uncertain CSR activities will be better placed in projects and programmes.

1.6 Business Value (PMBOK, 2013)

The PMBOK (2013, p. 15) proposes that “through the effective use of portfolio, program, and project management, organisations will possess the ability to employ reliable, established processes to meet strategic objectives and obtain greater business value from their project investments.” Business value consists of tangible and intangible assets of the business. It further advocates that to achieve organisational strategic goals and successful value creation “the use of portfolio, program, and project management techniques is essential.”

The PMBOK (2013, p. 16) advances portfolio management “to optimize project or program objectives, dependencies, costs, timelines, benefits, resources, and risks.” Program management “to align multiple projects for optimized or integrated costs, schedule, effort, and benefits.” and project management, organisations “to apply knowledge, processes, skills, and tools and techniques that enhance the likelihood of success.” The PMBOK (2013, p. 16) notes that for these project-based interventions to facilitate organisational processes and planned outcomes then they must occur in the context of robust organisational enablers such as “structural, cultural, technological, and human resource practices.”

It is interesting to see that some of the tangible and intangible business value elements mentioned are the same as the business values often associated with implementation of CSR. For example, CSR has been found to positively influence stockholder equity, good will, brand recognition and public benefit (Quaizi and O’Brien, 2000; Bhattacharyya et al., 2008). These are all values that the guide claims can be achieved through operations management but can be more effectively attained through

combining project operations with project management. Moreover, the concerted use of portfolio, program and project management is applicable to CSR as the varying level of strategic complexity and scope can be used to reflect the diversified nature of CSR projects, programs and portfolios.

4.1.1.2 Business Case (PMBOK, 2013)

The assessment of the business case for a project often includes dimensions of CSR. For example, authorising a project to build more fuel-efficient cars based on lessons predicted and market demand, or implementing advanced technology to save using paper, or establishing new guidelines for managing toxic materials in line with new legal requirements as well as the more obvious dimensions including important ecological and social goals (PMBOK, 2013, p. 69).

It is worth noting that executing CSR projects or activities with an environmental or social nature is actually addressed in the PMBOK guide (2013, p. 69): “Ecological impacts (e.g., a company authorizing a project to lessen its environmental impact), and, social need (e.g., a nongovernmental organisation in a developing country authorizing a project to provide potable water systems, latrines, and sanitation education to communities suffering from high rates of cholera).”

The PMBOK (2013, p. 69) advises that “The project manager is responsible for ensuring that the project effectively and efficiently meets the goals of the organisation and those requirements of a broad set of stakeholders, as defined in the business case.”

Overall, the PMBOK guide (2013), acknowledges a wide range of connections between project management and CSR, and the project management of CSR has the potential to address many of the shortfalls which discourage organisations from taking on CSR such as non-aligned goals, not realising the business values of CSR and not sufficiently monitoring and controlling CSR activities (Porter and Kramer, 2006).

The use of project management is also particularly relevant to this study which is based in the UAE, where CSR activity is identified as projects and programs; csrmiddleeast.org, addc.ae and mashreqbank.com are a few examples of organisational websites that refer to CSR activity in the form of projects and programs. Moreover, CSR activity is also often cited as programs or projects in the local news, a recent article in the National (2014), for example, highlights the intention to keep CSR in the UAE up to the same level as global CSR, particularly CSR in European countries such as the UK. The article expands on the importance of strategic CSR in GCC countries (see Appendix 3 for full article).

Adopting a strategic corporate social responsibility initiative that looks beyond philanthropy will help companies in the GCC achieve a place in the global market, experts said.

Awareness of the importance of corporate social responsibility has been growing in the GCC over the last 10 years,” said Nasser Al Issa, chief sustainable officer at Saudi Generations.

But there is a clear gap between what is happening in the GCC compared to advanced countries, particularly in Europe and in North America. These gaps are in knowledge, innovation, research, training and education, and web applications, among others.

Some researchers have studied CSR in SME's. Particularly, on the actual effect of project management on businesses and organisation, Pollack and Adler (2014), examined the effect of project management on small to medium (SME) productivity. The authors have found that project management has significant impact on SME's activity, lending support to the business value of managing CSR through projects. These results are not an isolated case; Mullaly and Thomas (2008) likewise found that over 50% of the organisation studies derived tangible value from the implementation of project management. CSR has a recognised potential to increase business performance and competitiveness (Porter and Kramer, 2006), the Pollack and Adler (2014) have demonstrated that project managing activities can indeed lead to better performance, thus, for CSR, project management can perhaps help to unlock the potential of strategic CSR through project management skills and practices.

Appendix 10

Overview of some issues and programmes examined via interview:

Transparency:

“It is clear that corruption and bribery constitute serious threats to businesses and economies globally and in the Gulf Region. ABC develops activities and programmes to raise awareness on corruption issues and encourage practices to counter corruption within companies in the Gulf Region.

Implementing Integrity Practices in Private and Publicly Listed Businesses

This is a three-year collective action project to raise awareness and encourage the adoption of integrity practices in businesses across the Gulf Region. The DEF supports ABC to carry out this project after selecting it out of more than 180 project proposals from well-known non-profit organisations around the world. The programme will run until 2018.

The Programme includes:

- the development of an integrity indicator tool;
- the creation of a strong collective action community of organisations adopting the integrity indicator and improving the implementation of good practice;
- increased engagement with students and universities on integrity and transparency within business education.”

“The purpose of corporate governance is to facilitate effective, entrepreneurial and prudent management that can deliver the long-term success of the company.” www.icaew.com

Corporate governance is a system of rules, practices and processes by which a company is directed and controlled with the aim to act in the best interest of all its stakeholders. These include shareholders, management, customers, suppliers, investors, government and the community. This leads to long-term thinking, better risk management, better decision making and better reputation to set a company up for long-term success. At a macro level, sustainable, well-governed businesses leads to value and job creation, economic growth and stability.

Currently ABC runs two key programmes that aim to enhance corporate governance practices across the Private Sector in the Gulf Region. These programmes are 'Governance in Family Firms' and 'Governance in SMEs'.

Governance in Family Firms

Governance in SMEs

Small and medium enterprises (SMEs) account for more than 90 percent of all registered companies in most GCC countries and according to industry projections, this sector is anticipated to provide the bulk of the economic growth and job creation in the short to long-term.

ABC develops SME-specific programmes that aim to enhance SME corporate governance practices to improve standards of accountability and transparency.

Establishing these effective structures enhances competitiveness, reduces capital costs and increases long-term access to funding thereby addressing several of the company's key business objectives. Another key business benefit for companies

opting to implement corporate governance practices is their increased resilience to fraud, theft or unforeseen financial costs that may otherwise occur due to poor internal controls.

Our programme includes raising awareness on the direct business benefits, facilitating training and capacity-building roundtables for SMEs and contributing to regionally-relevant insight on appropriate priorities, structures and practices for SMEs.

Appendix 11

Pilot Study

CSR in organisations in the UAE

Corporate Social Responsibility (CSR) is an increasingly influential business concept throughout the world. It has evolved over the last two decades and is believed to be at a more developed stage in Western countries. In contrast, CSR in the GCC and MENA countries is generally thought to have not reached the same level of development. Literature implies that CSR is misunderstood in this region and is mainly philanthropic in nature.

This research study aims to investigate developments in CSR in the UAE, especially those that reveal different levels of awareness and implementation of CSR. The study consists of data analysed from 6 interviews with CSR representatives from UAE based organisations. From November 2013 to February 2014, interviews were conducted with individuals with CSR roles and responsibilities as part of their job. Analysis of the data uncovered themes relating to CSR in the UAE, including, education, leadership, CSR strategy, and industry and compliance context. The findings and identified themes were then compared with literature and theory on CSR in the UAE. Specifically, they were assessed against the CSR stages model developed by Mirvis and Googins (2006) to give an indication of their degree of ‘implicit’ and ‘explicit’ development.

In contrast to popular belief, the comparison reveals that CSR activity in the UAE is more developed than has been implied in the literature on the MENA region. It is predicted by most studies that organisations in the UAE would show signs of awareness and activity in the elementary stages of CSR rather than the more sophisticated stages. However, it is evident that all 6 organisations show a more sophisticated level of CSR activity, with three of the organisations interpreted by the

researchers as being at the “engaged- innovative” stages, one at the “integrated” stage and two at the “transforming” stage.

Research Methodology

To explore the condition of CSR in the UAE, there is a need to understand how it is perceived and managed by organizations and for this task a qualitative methodological approach is appropriate. The topic requires understanding how individuals perceive CSR and how they define and practice it. As the research aims to explore CSR from different perspectives, qualitative methods allow close proximity to the subjects, which is important in this exploratory research context since it has the capacity to collect rich data (Kvale and Brinkmann, 2009). CSR is dynamic and so individuals often have their own understanding of it and qualitative methodologies can help the researcher to understand CSR from multiple subject perspectives.

To collect the data, six UAE based organisations involved in CSR were selected as cases. These organisations operate in a range of industries including, retail, construction, technology and NGOs. They ranged from medium to large size, and were based in the semi-government and private sectors. The sample therefore includes different industries, sector and size of organisation.

The interviewees whom were selected held management roles and had specific responsibilities in CSR and were some of the individuals with the most knowledge about their organisation’s strategy and activities in CSR. All the interviews were conducted on the site of the organisation.

This study involved interviews with individuals who manage CSR in organisations in the UAE. The management perspective was a principal focus, as it was assumed likely to provide a more comprehensive overview than would other employee perspectives on the organisations’ planned and actual management of projects and programmes. The literature suggests that CSR is often “championed” by individuals in an organisation (Jenkins, 2006), and some of these champions are managers with CSR responsibilities. Some researchers suggest that championing by managers is essential if CSR is to be innovative and effective, for instance, Jenkins (2006, p. 241)

asserts that CSR management and engagement “would require strong leadership or “championing” from individuals such as highly motivated owner–managers and from exemplary companies as a whole.”

The aim was to identify differences between organisations in their approaches to CSR which influences the selection of cases and individuals. CSR is specific to each organisation’s culture and strategy (Duarte, 2010). It is defined and implemented in a variety of ways and so, to capture this variation, each case was examined, compared and contrasted with others for similarities and differences. The qualitative data collection of this pilot study consists of six interviews with different CSR-related managers of UAE based organisations. The interviews involved 16 CSR-related questions, lasted for 40–60 minutes and data was collected on CSR definition, strategy, implementation, challenges and failures (See Appendix 1). The interviews were transcribed and analysed by the researchers.

Exploring CSR in Organisations in the UAE

Themes identified in this study of CSR include: education, leadership, CSR strategy and industry and compliance context. In the next section, there is a description and explanation of the themes extracted from the interviews.

The wide variety of definitions and concepts of CSR in the academic literature are echoed in the professional world where the interviewees in these organisations likewise define CSR in a variety of ways.

CSR context and activity

CSR context, activity and strategy varied across the organisations that participated in this study. Some organisations seem to be involved in routine CSR activities that are not explicitly linked to strategy whereas other organisations include CSR at the top strategic-level. The tables below include notes and quotes taken from each organisation, comparing them, we argue that these organisations are at different levels of CSR development.

The extent of CSR seems to be influenced by the industry context as well as the actual mission and vision of each organisation. It also is evident that organisational leadership and in-house education and training play a role in the development of CSR in the UAE. These two factors are major themes across the organisations interviewed and they are emphasised by each interviewee regardless of the nature or level of development of CSR in their particular organisation. For example, organisation A seems to be at a comparatively basic level of CSR, the CSR activities can be described as routine such as annual blood donations, etc. However, there is an acknowledgment that CSR has the potential to go beyond that and this is evidenced in the context of longer term organisational change. Likewise, organisation F is also at a comparatively basic level of CSR in terms of activity, however the organisation provides guidance to organisations interested in sustainable reporting and so believes in the importance of coaching and training in CSR and sustainability even though it is not directly involved in many CSR activities. Reporting was also mentioned by organisation B which is more directly involved in CSR activity and which is regarded to be at a transforming stage. This shows that there is existing, a level of commitment to CSR in different organisations at different stages of CSR development.

So, it seems that there is agreement throughout the interviews on the significant role of organisational leadership, education and training in taking CSR in the UAE forward.

CSR Strategy

The context and strategy relating to CSR varies across organisations. Interviewees gave different accounts of CSR strategy and their definitions and explanations of CSR activities varied. Some view CSR as a key part of organisational governance and strategy while others link it more closely to the UAE's government initiatives in sustainability and religious customs and practices in social philanthropy.

CSR for the first group is about corporate governance, transparency and being a sustainable business, it goes beyond the mainstream philanthropic and community engaged activities associated with CSR such as recycling and beach clean-ups, etc. These interviewees spoke about how CSR starts from within and is not principally a

response to external social pressures, rather it is a means for improving in these areas within their businesses.

For the other group, CSR is about responding to external government requests for sustainability and the community's needs for exercise of corporate philanthropy. These organisations seem to view CSR as a "licence to operate", the importance of CSR to the existence of business today is acknowledged. There is also emphasis on benchmarking with other countries showing some exposure to external pressures regarding the advancement of CSR in other countries. These organisations monitor what other organisations are doing and how CSR is dealt with in other countries as a guide for benchmarking. The financial gains and cost-cutting advantages of CSR are also recognised by this group.

Education and Training for CSR

At whatever stage or level of CSR the organisations in this study are considered to be categorised, all interviews drew the interviewers' attention to the role of education and training in the development of CSR in organisations operating in the UAE. Some organisations we interviewed have developed in-house courses designed to inform and engage all employees from all levels in the CSR process. One of the interviewee's organisation is frequently collaborating with local universities and educational institutes to engage students in their CSR activities and spread knowledge on these issues.

Organisational Leadership in CSR

Most of the interviewees in this pilot study acknowledge the role and potential of leaders in developing CSR in the UAE. Leaders, interviewees described as "agents of change" who are "supportive" of the implementation of CSR and sustainability. In all of the interviews it is clear that CSR needs commitment and support from the top levels of organisations, and in most, to varying degrees, senior and executive management is involved with and supportive of CSR's development and implementation.

For more detail, Table 2 (Appendix 2) provides quotes from each interviewee related to the themes identified by the researchers. Based on these findings, the organisations

involved have been evaluated against a CSR stages framework derived from the literature on CSR. This analysis is discussed in the following sections.

Participating Organisations	CSR Context and Activity	CSR Strategy	Education and Training for CSR	Organisational Leadership for CSR
Organisation A	Community activities and green building sustainability.	CSR = Sustainability.	Education for the change process and progress in CSR.	CEO is the change agent for CSR.
Organisation B	Corporate and Sustainability reporting, no philanthropy and community activities.	Term “CSR” not used. Accountability and Transparency.	Collaborating with universities to get messages across to future business leaders.	Founder values, driven from the very top.
Organisation C	Based on business community framework.	Term “CSR” not used. CR, no philanthropy.	Collaborating with universities for knowledge transfer and sharing of experiences.	CSR included in the leadership program, starts from the top level. Decision making at the leadership level.
Organisation D	Sustainability strategy was previously the CSR strategy. Stakeholder engagement and global benchmarking.	CSR = Sustainability. Sustainability is under the CSR umbrella.	Knowledge transfer. Sharing knowledge with organisations and employees.	100% leadership supported. CEO involved with CSR; set of KPI's.
Organisation E	No longer CSR, more sustainable and part of the DNA. Organisation-specific CSR model.	Term “CSR” not used. Citizenship and core values of the organisation.	Education and learning are drivers for CSR.	Leadership's values part of organisational DNA.
Organisation F	Advising on policy sustainability reporting.	CSR = Sustainability. CSR is under the sustainability umbrella.	Educating and coaching member organisations on reporting.	Director-led committee.

Table 1. CSR related themes identified

CSR in the UAE: A Conceptual Framework

The data gathered was analysed inductively using grounded methods to develop the themes and subsequently was compared to the existing models in the literature, such as Mirvis and Googins (2006) “Corporate citizenship model”. This analysis can contribute to an improved understanding of the development of CSR in the UAE. The exploratory interview study identifies some of the challenges and barriers that exist to its further realisation and project management.

Figure 1 presented below represents different levels of development of CSR and its project management through the use of prominent CSR theories from academic literature. The model mainly consists of the five stages of corporate citizenship developed by Mirvis and Googins (2006). These stages include elementary, engaged, innovative, integrated and transforming. Organisations can advance through the stages or even be at any of those stages at any one time, depending on the organisation and its CSR strategy and activity.

Also included is the Carroll’s (1991) CSR pyramid, which is a widely recognised early model of CSR stages. Carroll (1991) examined the range of responsibilities a business undertakes in order to adopt CSR, these include economic, legal, ethical and philanthropic responsibilities.

In comparison to CSR today, they seem to represent a basic level of CSR and some stages presented by Mirvis and Googins (2006) actually correspond to ideas presented earlier by Carroll (1991), in the sense that the first two stages of their model reflect upon the economic and legal bases of Carroll’s CSR pyramid (1991). As the pyramid is built up the CSR responsibilities become more complex and this is the case with the stage of corporate citizenship as well, furthermore, as the stages progress, the level of engagement in CSR is even higher.

Additionally, it can be seen that the innovative and integrated stages (Mirvis and Googins, 2006) bear some similarities with the strategic CSR theory advanced by Porter and Kramer (2006), which takes a step further from the basic levels of CSR examined by Carroll (1991) and examines the socio-economic side of CSR and views it as a possible competitive advantage to businesses. These more complex stages involve “organisational alignment” and the “business case” for CSR which are pillars in the theory presented by Porter and Kramer (2006).

Focusing on CSR itself, we can see that the earlier and dated theory (Carroll, 1991) relates to the earlier stages of the model whereas the more recent theories (Porter and Kramer, 2006) give more attention to the later stages. The implicit and explicit CSR theory by Matten and Moon (2008) incorporates reflective stages in the model. For example, “implicit” CSR would exist at all levels. It shows a complex and high level of CSR engagement where CSR seems to be present by default and is not purposely forced into existence by an organisation; therefore incorporating CSR practice at a new level of self-awareness and sophistication.

The project management dimension is also included in the framework, showing how project and programme levels of CSR activity are also reflective of expected varying levels of CSR engagement and complexity, as shown in the theoretical models discussed. The project level is expected to reflect less CSR engagement and a more philanthropic nature of CSR activity, whereas programmes are expected to display more complex CSR activity and on a larger scale.

The interviewees’ organisations are classified against the theoretical framework based on their accounts of CSR during the interviews.

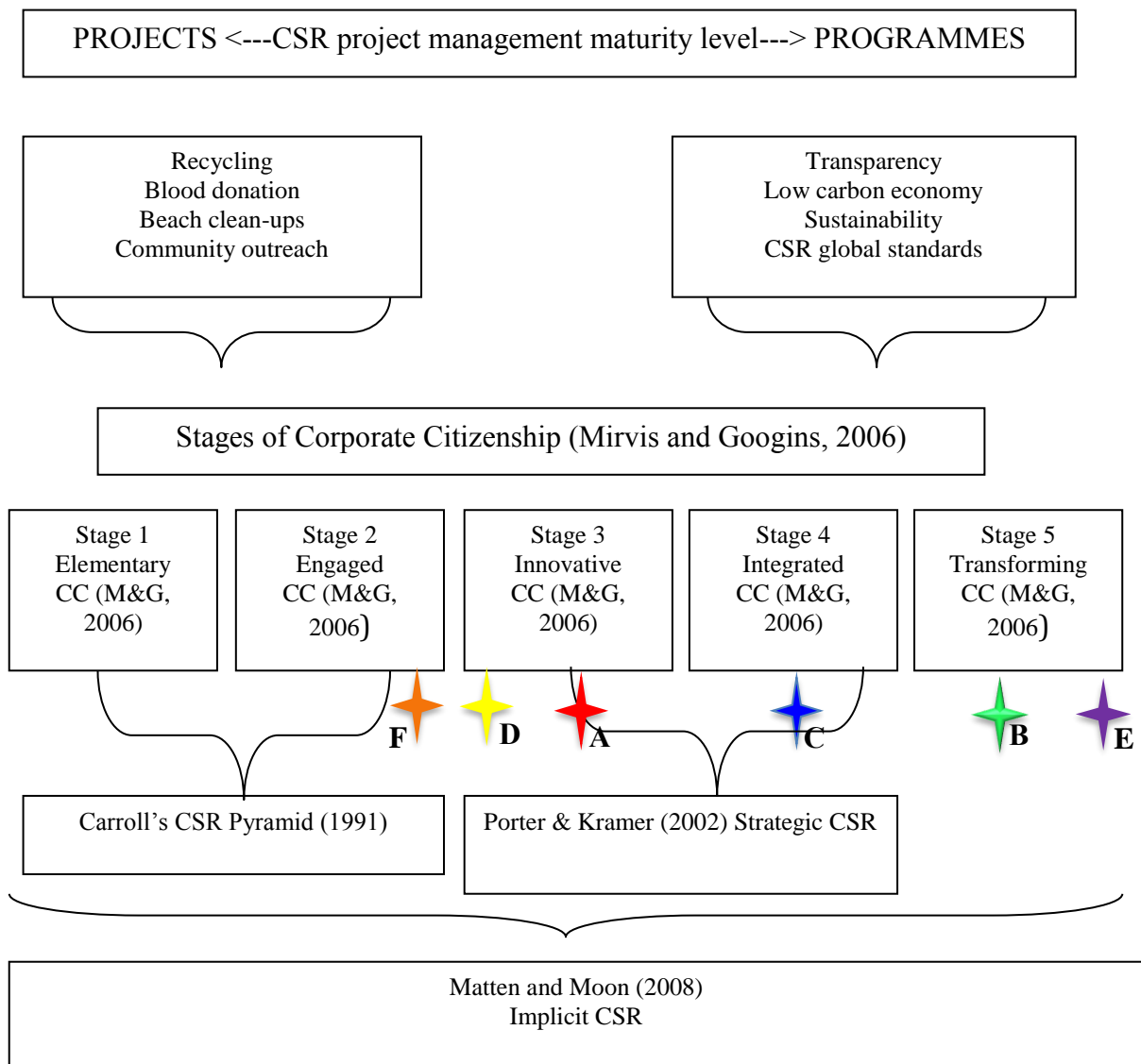


Figure 1. Pilot study derived conceptual CSR framework

The framework above illustrates how each case was examined based on concepts from the literature and finally categorised as located at a particular stage of CSR development.

To demonstrate in more detail the similarities and differences between each of the cases, Figure 2 below displays some key notes and quotes from the cases examined.

Case F Engaged

F1 Facilitating CSR implementation at local level.

F2 CSR capacity building program.

F3 CSR integrated within organisation.

F4 Focusing on sustainability reporting.

F5 CSR policy advisors.

Case D Innovative

D1 CSR strategy- Benchmarking, Stakeholder engagement.

D2 Annual targets.

D3 “Socio-economic” CSR.

D4 Annual sustainability summit with stakeholders.

D5 “License to operate”

Case A Innovative

A1 Sustainability focused.

A2 Developing sustainable technology (water)

A3 Sustainability report

A4 Engaged with Abu-Dhabi sustainability network- meeting with communities.

A5 Regular blood donation awareness/campaign.

Case C Integrated

C1 Championing CR strategy at regional level.

C2 CR roles and objectives built in leadership roles.

C3 CR embedded in functions.

C4 Philanthropy not central, looking at CR designed in a business manner.

C5 Strategic CSR.

Case B Transforming

B1 “CSR” Term replaced with Accountability and Sustainability.

B2 Focused on “Good practices” and “Integrity”

B3 Aim for “better practices” and “Job creation”

B4 No Philanthropy

B5 Corporate Governance

Case E Transforming

E1 Advanced CSR implementation and integration.

E2 More sustainability and citizenship than CSR.

E3 CSR is part of the organisational DNA.

E4 CSR emphasized in education and technology.

E5 Strategic CSR.

Figure 2. CSR characteristics of Cases A–F

Case A is categorised at an innovative stage of CSR. It is interesting that CSR challenges and barriers to CSR development are acknowledged in this organisation which uses many of the concepts appearing in the literature on CSR. Case A is innovative in the sense that sustainable technologies have been developed and tested although they are not always fully and commercially implemented. In terms of CSR implementation, case A is engaged through blood donation and cancer awareness projects, which are becoming more common CSR activities in the UAE. Nonetheless, the organisation’s perseverance with developing and advancing CSR technologies and sustainability leads the researcher to place case A at an innovative stage of CSR. Case F is interpreted to be at the engaged stage, similar to some of the CSR activities in case A, where challenges and early stages on the implementation of CSR are acknowledged. This particular organisation is not focused on the actual development of its CSR activities but more on engaging other partners or membership organisations in CSR.

Case B is one of the organisations that seems to be advanced in its CSR strategy and activity; CSR is seen as a core area of business that calls for transparency rather than a philanthropic approach to business. Case C seems more innovative and integrated due largely to its developed set of KPIs and impressive CSR functions, however CSR

is still not transformative. CSR in case C is largely instrumental, designed for realising the commercial economic side of CSR rather than implementing CSR for social and environmental change as in case B.

Similar to case B, case D is focused on socio-economic CSR. Sustainability is a policy. The CSR strategy is based on benchmarking and stakeholder engagement and so the organisation is engaged in CSR across several networks in business, government and society. Nonetheless, the focus is somewhat tentative in so far as prevalent internal attitudes and values on socio-economic CSR are chiefly motivated around maintaining a “license to operate”. Case D is engaged in CSR and is innovative in the sense that global CSR operations are driving their CSR operations consistent with international standards. In contrast, case E is representative of a highly advanced level of CSR, the organisation is a unique case with large resources and global implementation in the area of CSR. CSR is consistently managed to be transforming and advantageous to both the economic goals of the organisation and simultaneously to the benefit of social and environmental causes.

Thus, from the cases explored in this pilot study, it appears that CSR in the UAE is more advanced than would be expected from reading the academic literature. The standard CSR activities such as blood donation campaigns are still common but it seems that there is more depth of activity occurring in the country. It is also interesting that CSR is being viewed and implemented strategically in some cases; and targets and KPIs for measuring CSR activity are in place. Moreover, the majority of cases look beyond philanthropic CSR, which is also an interesting finding for CSR in the UAE.