

# **Effective Corporate Social Responsibility Practices in Bangladesh through Prioritizing Social Issues**

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Session- 2008-2009**

**February 2014**

**Partial requirement for the degree of ‘Master of Philosophy’ (MPhil.)**



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in Bangladesh through Prioritizing Social Issues”.**

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**Researcher's Declaration**

I, the undersigned, hereby certify that the work contained in this thesis is my original work and has not been taken from the work of others and to the extent that such work has been cited and acknowledged within the text of my work. This thesis has not been submitted in whole or in part for an award in any other Institute or University.

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**Certificate of the Research Supervisor**

I do hereby certify that the thesis paper entitled “*Effective Corporate Social Responsibility Practices in Bangladesh through Prioritizing Social Issues*” is an original work of research carried out by my student Mr. Mohammad Rohol Amin in partial fulfillment of the degree of Master of Philosophy (MPhil). I also certify that he has been appropriately enrolled and working under my guidance as a full-time candidate.

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## **Dedication**

This thesis paper is dedicated to my Research Supervisor Professor Mrs. Rashida Akhter Khanum with great respect. This thesis has not been finished in time without her never-failing sympathy and encouragement.

## **Acknowledgements**

At the very beginning I would like to extend my heartfelt gratitude to Professor Dr. Atiur Rahman for giving me the idea about the subject matter. I also convey my due respect to Professor Dr. Mahbub Ullah for providing me important suggestions regarding various socio-ethical aspects linked with the topic. I offer thanks to my course teachers, a lot of corporate officials and my colleagues whose names are far too numerous to mention for helping me either directly or indirectly towards making the thesis a reality. Finally, I would like to be grateful to my supervisor for her encouragement, support, suggestions, and critical questions concerning the topic.

## **Abstract**

In this thesis we examine how corporations deal with corporate social responsibility (CSR) in Bangladesh. We also consider how the western-led concept has come to be framed within business in our country, which is gradually more globalized and seems to be lost its link with ethics. The discussion made here is basically based on an in-depth study through both the qualitative and quantitative methodological approach and techniques which includes a questionnaire survey, various interviews, different exploratory study, observations and analysis of relevant published reports. In looking at how CSR practice is being adopted and adapted by corporations in Bangladesh, we show in our study that Bangladesh can be thought to be lagging behind in its understanding and adoption of CSR, in part because corporations of our country select a wide range of area for their CSR programs from the standpoint of publicity. This results to a confused uncoordinated CSR and philanthropic activities, detached from the company's philosophical and ethical standpoints that neither make any meaningful social impact nor strengthen the firm's long term competitiveness. It seems that the inner philosophy of CSR is still far reaching here and companies have no specific CSR policy guidelines to make their contribution sustainable. In our study we suggest corporate owners to originate their social responsibility from the sense of duty which is intended to ensure social justice and to take social responsibility as an end to address society's need, not as a mean for profit maximization or mere reputation. We

also suggest that if corporations classify the major social issues and prioritize one or two issue as their long-term concerning CSR area as per their ability in terms of potential impacts, in that case it would be easy for the corporations to make their initiatives successful. As Bangladesh is densely populated country with limited resources, we suggest, CSR could be another alternative source of fund to supplement government's efforts towards achieving various national policies to bring the underprivileged to the mainstream and to improve country's socio-economic condition. CSR could also be act as a main catalyst for solving the prioritized core social issues of the country through hand in hand public private partnership (PPP).



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### List of Abbreviations

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<b>AIDS</b>	=	<b>Acquired Immune Deficiency Syndrome</b>
<b>BAF</b>	=	Bangladesh Air force
<b>CEO</b>	=	Chief Executive Officer
<b>CPD</b>	=	Center for Policy Dialogue
<b>CSR</b>	=	Corporate Social Responsibility
<b>CRP</b>	=	Center for Rehabilitation of the Paralyzed
<b>DBBL</b>	=	Dutch Bangla Bank Limited
<b>ETP</b>	=	Effluent Treatment Plant
<b>FDI</b>	=	Foreign Direct Investment
<b>GP</b>	=	Grameenphone
<b>HIV</b>	=	Human Immunodeficiency Virus
<b>HYSAWA</b>	=	Hygiene Sanitation and Water Supply
<b>ICDDR,B</b>	=	International Centre for Diarrhoeal Disease Research, Bangladesh.
<b>IDM</b>	=	Intensive Diabetes Management
<b>ILO</b>	=	International Labor Organization
<b>IT</b>	=	Information Technology
<b>MDG</b>	=	Millennium Development Goals
<b>MRDI</b>	=	Management and Resources Development Initiative
<b>NGOs</b>	=	Non Government Organizations
<b>PBL</b>	=	Prime Bank Limited
<b>PCBs</b>	=	Private Commercial Banks
<b>PHP</b>	=	Peace, Happiness and Prosperity
<b>PPH</b>	=	Post-Partum Hemorrhage
<b>PPP</b>	=	Public Private Partnership
<b>RMG</b>	=	Readymade Garments

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# *Chapter One: Introduction*

## **1.1 Introduction**

A good business requires certain philosophical standards, i.e., ethical standpoints to perform business in societal context. In practice, most of the company compromises with their ethical standpoints to maximize their shareholders value. Ethically, beyond making profit, companies are responsible for the totality of their impact on society and the environment as a whole. However, we find, especially from the early 1950s of the twentieth century (Archie B. Carroll 2008:19) a driving force defining wide-range responsibility of business - for the environment, for local communities, for working conditions, and for ethical practices – has gathered momentum and taken hold. This new driving force is known to us as Corporate Social Responsibility or CSR.

## **1.2 Effective CSR as a Research Problem**

CSR is a western led concept and the business sectors are slowly trying to adopt and adapted with this concept in Bangladesh. But within the present economic structure of our country, ethics in business is very much confined to obeying some specific law of the state and CSR confined to donating various uncoordinated charitable or philanthropic affairs from the viewpoint of publicity. We find that corporate owners at present have no certain ethical standpoints to perform their overall duties. It gives the impression that most of the corporations of our country had lost their link with ethics. But in a globalized economy business owners may face various complexities if they do not perform

responsible business inside and outside their arena and do not restore the very link of ethics with their business. On the other hand, corporate sector of our country allocate and contribute millions of money every year to comply their internal and external CSR initiatives. Usually, corporations of developing country like Bangladesh select a wide range of area for their CSR programs with a view to publicity. We see the result is oftentimes a hodgepodge of uncoordinated CSR and philanthropic activities, disconnected from the company's ethical standpoints that neither make any meaningful social impact nor strengthen the firm's long term competitiveness. Therefore, here we suggest corporations to classify the major social issues and prioritize one or two issues as long-term concerning CSR area; and which should be as per the corporations' abilities in terms of potential impacts, so that it would be easy for the corporations to make their initiatives successful.

### **1.3 Aims and Objectives of the Thesis**

The main objective of this thesis is to emphasize the inner values of corporate social responsibility. As Bangladesh is a densely populated country with limited resources, by this paper we try to attract the business community to contribute their CSR allocation to sustainable socio-economic development through prioritizing core social issues. Our aim is to determine the strategy and policy to make the CSR practices effective in Bangladesh and to make people to understand and aware about the concept. In this thesis we moreover try to find

out the obstacles that corporations and the stakeholders perceived in adopting CSR and to suggest a better way to mitigate those constraints.

#### **1.4 Research Questions**

To make the research problem concise and to identify the potential area of probable solutions of the research problem, we raised some research questions regarding the subject matter here. The questions include:

- a) What CSR really means?
- b) Why CSR is important for business?
- c) Is there any relation between CSR and ethics?
- d) Why a firm practices CSR in Bangladesh?
- e) Why CSR should prioritize and address core social issues?
- f) What are the obstacles of successful CSR performance?
- g) What is needed to make CSR effective and sustainable in Bangladesh?

All of the above question highlights the research problem from different dimensions and help us to get the feasible solutions of the problem within a reasonable time limit.

#### **1.5 Importance of the Research**

This research is very relevant and has significance in developing country context like Bangladesh. Till today, many company owners of our country have engaging their employees in work for extra hours under a very exploitative condition. Over the years lack of adequate fire protection and other safety



measures in the factories have turned the workplaces into virtual death-traps for the poor workers. So, voices from different corners are now demanding the practice of responsible business from the corporate owners. On the other hand, the socio-economic condition of our country is very weak and the social safety programs are also insufficient for the underprivileged section of the society. But, as an emerging country, Bangladesh took the pledge of achieving the Millennium Development Goals (MDG) by 2015 along with other nations. That implies a promise to eradicate extreme poverty and hunger, ensure universal primary education, ensure gender equality and empowerment, reduce child mortality, improve maternal health, prevent HIV/AIDS, Malaria and other diseases, ensure environmental sustainability and to build a global partnership for development. Beside the pledges the government has various national policies to bring the underprivileged to the mainstream and to sustainably improve country's socio-economic condition. But government alone couldn't make these promises effective. That is why, through this study we suggest the business owners and policy makers to use CSR contributions as a main catalyst for solving the prioritized core social issues of the country through hand in hand public private partnership (PPP).

## **1.6 Research Methodology**

We follow an in-depth study through both the qualitative and quantitative

methodological approach and techniques in this research which includes a purposive questionnaire survey, various interviews, different exploratory study and observations. The questionnaire survey was conducted among 300 participants of different capacities to justify special expert opinions on effective CSR practices in Bangladesh and later the survey results were presented with different pie and bar charts to show clear idea about the issue. Participants of the survey are selected through using purposive random sampling method. Analysis of the quantitative data was aided through the Microsoft Excel application software. Information collected from targeted primary sources includes corporate bodies, public authorities, civil society organizations, NGOs, key consumers, media etc. Published books, journal articles, newspapers, reports, electronic databases and views of experts and researchers were also used to analyze current practices in this field.

### **1.7 Limitations**

Even though the present study has supplied constructive information about CSR Practices in Bangladesh, it has several limitations that must be acknowledged. The questionnaire survey conducted in this research is very sector specific and only 300 participants were participated in this survey. Information that was collected from different participants is their own opinion and so is to some extent subjective. The study also greatly relied on various publications on CSR and relevant web sites to get in-depth knowledge about the

topic. In spite of the wide study area of CSR, the research study of this paper focused only on a limited area. In this thesis we emphasize only on the external CSR activities of the business and intentionally overlook corporation's internal CSR practices.

### **1.8 Contents and Structure of the Thesis**

The thesis paper consisted of 6 (six) chapters and the first chapter is an introductory chapter that justifies CSR as a research problem and gives a clear idea about the importance of the research. The limitations, research methodology and objectives of the research study are also shown in this chapter. In second chapter we explain CSR as a new prospect and a great opportunity for business to share both their benefit and burden through making contributions to sustainable socio-economic development while improving the quality of life of the employees and their families as well as the community and society all together. In this chapter we also give an idea about the definition and background of CSR and various arguments for and against CSR. In third chapter of this thesis we made an attempt to reestablish the very link of CSR with ethics. The explanations of the various sources of responsibility are discussed here to ensure CSR as an ethical concept. In this chapter we also tried to clarify the intention of CSR activities in Bangladesh from the perspective of self interest, maximization of utility, sake of duty and ensuring justice.

The forth chapter gives a glimpse of CSR activities and recent trend of

CSR in our country context. Here we also tried to illustrate how corporations are trying to uphold their corporate image of socially responsible firms through performing well in areas such as human rights, business ethics, environmental policies, community development, corporate governance, safe working conditions and contributions to community groups. In this chapter we emphasize on four different business sectors like Banking, Telecom, Garments and other manufacturing corporations to get a clear idea about the CSR activities in Bangladesh. In fifth chapter we analyze our survey results and also sum up different findings regarding the research problem. Finally, in chapter six of this thesis paper we synthesize the research findings and recommend various relevant issues for further research.

In continuation of the above, the next chapter of our thesis is designed to understand about the fundamentals of CSR and to study the unremitting debates and prospects of CSR.

***Chapter Two:  
CSR as a New Prospect***

## **2.1 Introduction**

It is a common practice that Corporations satisfy the market demand by providing products and services to their stakeholders in return of maximum benefit. Usually the responsibility of business has been understood from the commercial viewpoint that focuses purely on economic parameters of success. But from the early 1950s of the twentieth century, as a consequence of rising globalization and free market economy, pressing ecological and societal issues, the responsibility of business have changed gradually from ‘profit maximization’ to a ‘holistic socially responsible’ approach in the name of Corporate Social Responsibility or CSR. Beyond making profit, this new approach promotes business’s responsibility for the totality of their impact on people and the planet. It also advocates for the sustainable environment, for wellbeing of local communities, for sound working conditions and for overall moral business practices. As business is importantly involved in social values, Corporate Social Responsibility is treated as the philosophy which moreover justifies business involvement in its social community (A.R. Khan, 2000:51).

## **2.2 Background of CSR**

It is noticeable that business was not treated as a respectable occupation in ancient classical Greece (A.R. Khan, 2000:8) and business persons ranked no higher on the social ladder than slave at that time. In Medieval era, societies ruled by the Catholic dogma had a great suspicion about business persons which

consequentially led the business person to a lower position in the society. But in years between 1500 and 1800, while the Calvinist doctrine emerged as a part of social and religious revolution, business and business people gradually gained honor and dignity in their communities and increasingly replaced the top rung of the social ladder. It may be said that, 'Corporations grew to gigantic proportions, and some had power nearly equal to that of government. Enormous, nearly unlimited, economic power became centered in the hand of only a few persons, who became a corporate leader flagrantly, violated the law, and the long established ethics and morals of business' (A.R. Khan, 2000:8). But after the Industrial Revolution (1800-1930) a new approach has emerged towards the business and business person. Arguments from different corners strongly advocate that business activity is human activity and it could be evaluated from the moral point of view, just as any other human activity so evaluated. As a result, a specialized area of general ethics named 'business ethics' came forward in which an awareness of ethical issues and a methodical approach to solve them are so important. Some study shows that, the periods from approximately 1930 to the present brought the re-enlightenment of business and reestablish the social obligations of business in both society and governmental regulation to the level that was expected. We observe that over the last few decades of the twentieth century, Stakeholders (employee, supplier, consumer, media, government, NGOs, civil society and other social actors etc.)

have been demanding the accountable and responsible role of business towards society and other social actors. With this ongoing shift of business activities from 'purely economic' to 'economic with an added social dimension', the term Corporate Social Responsibility or CSR is now endorsing by scholars and academics worldwide to acknowledge organizations' commitment to the society, to their employees and the environment beside their routine work. In connection with this, we find H.R. Bowen is claimed as the modern father of corporate social responsibility as in 1953 he first conceptualized CSR as social obligation- the obligation 'to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of our society' (Bowen in Maignan & Ferrell 2004:4).

### **2.3 What is CSR?**

At present CSR is a buzzword used by academics and practitioners across the world. Although the idea of CSR is widely discussed in theory and practice, a generally accepted definition of CSR is yet to arise. Now a day's variety of terms such as, Corporate Citizenship, Corporate Sustainability, Corporate Social Investment, Socially Responsible Investment, Business Sustainability, Corporate Governance, Social Responsibility, Corporate Philanthropy, Global Citizenship, and Organizational Social Responsibility etc. are often used to clarify CSR.

There is no single authoritative definition of CSR though it has been



earlier defined by many groups. In this situation here we tried to examine some influential definitions of CSR critically to develop a clear idea about the topic.

According to Maclagan, ‘Corporate social responsibility may be viewed as a process in which managers take responsibility for identifying and accommodating the interests of those affected by the organization’s actions’ (Maclagan, 1998:147). Apparently the definition given by Maclagan is little bit complicated as there might have some probable hidden causes produced through business activities and which would severely affect the community but are not noticeable at present. So it would be very challenging for managers to properly identify and accommodate the volatile interests of those who are affected by the organization’s actions. On the other hand, the compensation process would become more complicated and ineffective if those social issues have not been prioritized timely.

Anderson defines social responsibility as ‘the obligation of both business and society (stakeholders) to take proper legal, moral-ethical and philanthropic actions that will protect and improve the welfare of both society and business as a whole; all of this must of course be accomplished within the economic structures and capabilities of the parties involved’ (Anderson 1989:9). Here Anderson’s attempt shows dynamic functions of business; business is not related only to profit and benefit but it is judged from various perspectives- legal, moral and philanthropic as well. This definition gives emphasis on

various obligations toward business and society at the same time claims to protect and improve the welfare of both business and society as a whole. But the problem we observe here is that the abstract obligation mentioned by Anderson has no legal bindings and universal recognitions as there exists no CSR regulatory body within or outside the business. CSR regulatory body and comprehensive CSR framework are the presuppositions for expecting CSR practices effective and obligatory.

Definition provided by Holmes & Watts states that, 'CSR is the business's commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life' (Holmes & Watts, 2000:10). This definition highlights the commitment of business to improve quality of life through sustainable economic development. But there is an old saying that, 'if you do not know where you are going, there is a little chance you are ever going to get there.' So, commitments made by corporations would become void if there have no specific CSR policy and guidelines. Beside specific CSR policy and CSR regulatory body, strong generous determinations from corporate owners are badly needed to bring their CSR commitment to light.

Van Marrewijk addresses the CSR as 'the panacea which will solve the global poverty gap, social exclusion and environmental degradation as well' (Van Marrewijk, 2003:95). This view of CSR superfluously overestimates the

capacity of corporation.

Actually, we find CSR is a continually evolving concept that covers a variety of ideas and practices. But all those ideas bear similar meaning relating to take responsibilities of the society as a business entity from a traditional point of view of charity and volunteerism and to do business in a responsible way. But we think CSR should be the continuing commitment by business under a comprehensive framework monitored by a strong regulatory body to behave ethically and to contribute to economic development while improving the quality of life of the employees and their families as well as the local community and society all together.

#### **2.4 Drivers of CSR**

For every voluntary human action there might have some motivating factors. CSR as a voluntary human activity is not beyond this concept. There are various essential drivers of CSR like the supportive role of government, demands for greater disclosure, increased stakeholder's interest, growing pressure from different corner, competitive markets etc. make CSR as a bargaining issue today. Business academics differentiate all those factors into four significant categories such as Economic, Social, Political and Individual drivers of CSR. Maintaining company image, development of perceived competitive advantage, socially responsible investment and pressure from shareholders etc. are some key components of Economic driver. On the other

hand pressure from various pressure groups like NGOs and other social actors, trade unions and labor organizations, recognition of the evolution of consumption trends etc. are treated as Social drivers of CSR. Political driver includes development of the legal and regulatory frameworks, political campaign and pressure at local, regional or national level etc. Finally, top management's ethical orientation, sense of responsibility, employee's and managers' personal values etc. act as Individual driver of CSR.

Though CSR is now a mainstream concept throughout the world, however it has an evolving history of debate also. Academics and practitioners set different thought-provoking opinions regarding this issue.

## **2.5 Arguments against CSR**

We know debates regarding the assignation of moral responsibilities to corporations are very long and complicated. There are many voices claiming that CSR has no place in modern business. In 1970, an essay on CSR titled '*The Social Responsibility of Business is to increase its Profits*' was published in the *New York Times* magazine. It was written by Nobel Prize winning economist and an outstanding antagonist of CSR, Milton Friedman, whose famous view is that 'the business of business is business.' Friedman's (1970) principal argument is that, 'there is one and only one social responsibility of business, to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and

free competition, without deception or fraud' (Friedman, 1970:6). Friedman believes that the responsibility of business is to use its resources and to increase its profit.

Critics argue that CSR involves expending limited resources on social issues which inevitably decrease the competitive position of a firm by needlessly increasing its costs. According to this view, allocating corporate resources to social welfare is equivalent to an involuntary reallocation of wealth, from shareholders, as legal owners of the corporation, to others in society who have no rightful claim. Some argue that business does not need to carry the torch of morality beyond the restrictions contained in the law (Lorraine Sweeney 2009:39). Once a firm abides by the law it has met all the expectations required by society and therefore does not need to undertake any additional responsibilities.

Other extreme is the view of philosophers who hold that it makes no sense to hold corporations are 'morally responsible' or to say that they have 'moral' duties (Velasquez, M. G. 2010:15). These philosophers argue that business entities are same as machines whose members must blindly and undeviatingly follow particular formal rules that have nothing to do with morality. They further supplement that it makes no more sense to hold corporations 'morally responsible' for failing to follow moral standards than it makes to criticize a machine for failing to act morally.

We think the major problem with this view is that, unlike machine, at least some of the members of every organization usually know what they are doing and are free to choose whether to follow the organization's rules or even to change these rules. To settle this debate John Searle argues that, 'a corporation has moral duty to do something only if some of its members have a moral duty to make sure it is done, and a corporation is morally responsible for something only if some of its members are morally responsible for what happened' (Cited in Manuel G. Velasquez, 2010:15).

## **2.6 Why CSR is Important?**

Corporations are treated as largest traders in terms of resources which affect our lives more than any other. We know corporations have power to affect legislation, outcomes of elections and even have power to control over the prices of maximum commodities that we consume. The role of corporations became so obvious in our lives that we do not even question it anymore. Conversely, Corporations are essential part of society and must depend on it for their growth and survival. Society has approved tremendous power and autonomy to corporations with the expectation that corporations would use that power to address society's needs effectively.

It is well-known that corporate activities have social impacts of one sort or another and corporations cannot escape their socio-ethical responsibilities for those impacts. As powerful social actor, corporations are expected to use their

power and resources responsibly in society. Companies that are making profit from society are also expected to contribute to some aspects of socio-economic development. Every company should not be expected to be involved in every aspect of social development. That would be ludicrous and unnecessarily restrictive. But for a firm to be involved in some aspects, both within the firm and on the outside will make its products and services more attractive to consumers as a whole, therefore making the company more profitable. From the practical perspective we may say that ‘nothing goes without reward’. Accordingly, we think corporations that perceived as being socially responsible might be rewarded with increased sales and market shares by using minimal operating costs. Socially responsible business strengthens corporate brand positioning and enhances its image and influence. It increases ability to attract potential investors, competent personnel and loyal customer with satisfaction. We also think the contribution that business holds as social responsibility might be regarded as a long-term investment in a safer, better-educated and more equitable community, which in turn benefits the corporation by creating an improved and stable situation to do business.

## **2.7 Conclusion**

It is the reality that even though it serves the society, a business may overlook the moral demands of an individual, but it can hardly ignore the moral demands of entire society, because business is an integral part of a society and

also depend on it. Hence, if corporations exercise CSR, it must come from the moral values and accountability of corporate owners where they feel that they are responsible for the impact of their actions that affects society altogether. So, our view is that, business should take social responsibility as an end to address society's needs not as a means for profit maximization or mere reputation. We think CSR should not carry out only for business motives. CSR solely directed by business interest is not CSR at all, but merely profit maximization under the wrap of social responsibility. Corporations these days are supposed to recognize CSR as their mainstream concern instead of traditional way of acknowledging it as donation or volunteerism. Corporate owners must not assume that they understand the needs of a community by taking them at face value; society's needs must be measured within societal context where the business operates its functions.

Academics argue that if businesses serve and make profit within a society by using its human resources then business activity which is performed by human resources can be evaluated from the moral point of view, just as any other human activity so evaluated. That is why the following chapter of this thesis is designed with a brief discussion of some leading ethical principles to illustrate the moral standpoints of business and its social responsibility as well.



*Chapter Three*  
*CSR as an Ethical Concept*

### **3.1 Introduction**

In a free market economy, it is supposed that, manager's most essential obligation is to the firm where maximum social benefit are expected to be ensured through the pursuit of profit. In this economic structure, we find that CSR and ethics are very much confined to obeying the law and donating to various uncoordinated charitable or philanthropic affairs. It gives us the impression that the debate around the role of business in society and CSR had lost its link to ethics and moral spirit, as 'at present the corporate decision about whether to pursue CSR can be approached by management just like a marketing decision with cost/benefit analysis' (A. C. Coors et al., 2005:11). Our observation shows that business owners are now contributes to the welfare of the society through market mechanism in compliance with law, not with ethics. Some academics argue that corporations' social responsibilities are basically supported by 'social practice' not by ethical duties. It is believed that, the duties of CSR would be merely 'relational' (they would be molded in the complex web of relationship) or 'attached' (society simply would attach some duties to the firm), (A. Argandoña et al., 2009:6). Here it is claimed that this attachment can be arbitrary, unjust or even immoral, because of the nature of what society demands, or because society's expectations place an unfair burden on the firm. Social responsibilities viewed in this sense are acknowledged either from some kind of social pressure or to avoid blame and social rejection. Doing something good for the society are treated by modern business as no more obligatory or

ethical than the cost-benefit calculation. The following sections and sub sections are designed here to validate CSR as an ethical concept and to substantiate the very relation of CSR with different leading ethical principles.

### **3.2 Origin of ‘responsibility’**

Before going deep into the topic, we first discussed the origins of ‘responsibility’ here to understand the very roots of CSR. Literally, ‘responsibility’ implies the legal or moral liability of an agent to someone for carrying out expected duty or for caring something. Responsibility sometime comes from the ‘attribution’ of an action or effects of an action to someone as a moral agent by agent himself or another person. From this viewpoint, corporation’s sense of responsibility originates from various obligations towards society which are attributed by other social actors or attributed by corporation itself. Responsibility may derive from the ‘duty’ which is a part of the virtue of justice that encourages a moral agent to judge and act in an ethically desirable way. From this viewpoint, corporation’s sense of duty towards other social actors may stimulate the willingness of a corporation to practice social responsibility. ‘Responsiveness’ or the agent’s willingness to respond to the needs and demands of others may perhaps generate responsibility.

Responsibility may possibly appear from another source like ‘accountability’ or ‘answerability’ where the moral agent must account not only for what he does, but also for the moral reasons that justify the action. This sort of responsibility implies duties of disclosure, duties of transparency and

accepting the supervision of those to whom the agent is accountable. Similar to these, responsibility may appear from the 'role' of a moral agent which he performs in society. To be precise, every moral agent has innate feelings that he has certain responsibilities consistent with his 'role' towards his family, his society, his clients and surroundings where he lives. So when agent himself accepts that he or she has certain responsibilities towards certain people or something, other people develop expectations about agent's responsible behavior. Responsibility may furthermore come in return of an agent's experience of appreciation, praise or criticisms for his conduct along with an inner feeling of satisfaction or guilt.

Finally, the 'conscience' of moral agent is also considered as a strong source of responsibility over the years. Duty, responsiveness, accountability or answerability all those things will become void if they are not supported by and originate from the conscience. But the question is that, between human and corporation, who is 'responsible'. Normally individuals are treated as supposed moral agents who are responsible for their activities. In case of corporations, though they are recognized as artificial person, we think, it is the business individuals or business owners who acts or decides for their business are responsible on behalf of their business, as morality refers to human conduct and values. Responsibility is, from our viewpoint, a moral category in case of CSR and the ultimate reasons for being responsible are not external results for employees or stakeholders, but the inherent moral values and ethos of people as

well as organization.

### **3.3 CSR and Ethics**

It is now clear that as a social actor, corporation have certain socio-ethical responsibilities towards its society which are derived from different sources as discussed above. We think these multi-dimensional business-society relationship certified CSR as an ethical concept and a great concern of substantive ethics that reflects the moral standards of a business. In practice, there are many ethical principles that cement the relationship between business and society through concentrating on the ethical requirements. Supporters of Normative Stakeholder theory have attempted to justify this relationship through arguments taken from Kantian philosophy, modern theories of Property, Rawlsian and also Libertarian theories with its notions of justice, freedom, rights and consent. On the other hand, Rawlsian principles, Social Contract theory, the Common Good notion, combination of Kantian and Rawlsian grounds, doctrine of Fair Contracts and Aristotelian approach have been applied by different business academics to a variety of business fields to justify business-society relationship.

Though there have a plenty of theories regarding relationship between business and society, our main target in this section is to justify Corporate Social Responsibility (CSR) through the principles of self-interest, utility, duty and also through the lens of rights and justice.

### **3.3.1 CSR Intended for Self-interest**

Maximizing profit and long-term survival in a congenial business environment are considered as a dream for every business entity. Some academics argue that corporations that practices CSR at present are mostly intended to gain reputation, to legitimize their actions, to advertise their products and to attract market to serve self-motives. We find some business people who practices CSR for self-satisfaction through philanthropic works or being host of various functions. Some business people donate to religious institutions or charity funds for their self-satisfaction that, it may provide them eternal peace and purify their wealth which was earned through random business practices. Literally, these types of corporate owners are known as ‘Ethical Egoists’ who always act to fulfill their self-interest regardless of the interest of others unless their interests also serve them. Literature shows that, Ethical Egoism is a consequential principle that focuses on maximization of individual desires or self-interests. New corporate egoists believed that their participation to philanthropic and discretionary activities proved their responsibility towards society. But, who does not know that those activities of corporate egoist naming CSR is only for legitimizing organizations best long-term interest. From our viewpoint, when CSR is practiced from egoistic point of view or mere self-interest, it does not mean showing responsibility towards society. Because, CSR from egoistic position is a narrowest form of moral provincialism and it does not advocate such conduct for all moral agents for

ensuring collective welfare.

### **3.3.2 CSR for maximizing Utility**

Though some business people practices CSR for serving self-interest, it is also a tool for business entities to ensure maximum collective welfare of a society. Many corporation practices CSR for best overall consequences for everyone concerned beside satisfying self-interest. Theoretically, these types of activities are backed by ‘Utilitarianism’ which pursues greatest human welfare for the greatest number and also focuses on the ends of the actions, not the means used to achieve the ends. There are two forms of utilitarianism, called act utilitarianism and rule utilitarianism, ‘since both of these are utilitarian theories, both agree that, in some suitable sense, the goal of all morality must be to serve the common interests of society by maximizing social utility or, more exactly, maximizing expected social utility’ (F. Farina et al., 1996:25). It is obviously praiseworthy that, some corporation voluntarily practices CSR for maximizing social utility, but they could deny practicing CSR if they wish. The problem with most of the business people is that, they practice CSR to avoid social pressure or for tax evasion or for self-satisfaction or to satisfy powerful authority concerned. As for example, some businessmen contribute to Prime Minister’s charitable fund to satisfy honorable Prime Minister. They also contribute to disaster rehabilitation works or various funds created by powerful print media or electronic media to avoid further hassles or to get reputation and soft corner from authority concerned. Though some of that contribution

maximize social utility, the question is that, are the willingness to contribute to such funds really comes from the sense of duty? Uncoordinated and haphazard charity works or donating to satisfy big bosses or media partners could not satisfy the real appeal and inner values of social responsibility which is eagerly expected by society. We think business owners should consider not only the ends but the means also while practicing CSR; and their responsibility should also originate from the sense of duty towards society to maximize expected social utility.

### **3.3.3 CSR for the sake of duty**

At present CSR become a common practice for many corporations and it also become a common expectation of the society from concerned business owners. From our observation, at present most of the corporations try to keep CSR performance statistics in their annual report or financial statement to show people about their inclination to social responsibility. Though showing responsibility for the welfare of society is a right thing to do, but we think it is not enough. Those responsible actions have moral worth only if those are done from a sense of duty, that is, from a desire to do the right things for its own sake, ‘morally good actions are motivated by a desire to perform one’s duty because it is the right thing to do, and not because of the consequences that result from the action’(J.L. Badaracco et al.,1995:36). This is the concept of Emmanuel Kant where duty implies moral obligation to act from a respect for rights and recognition of duties. So, CSR practices by corporations may have



true moral worth only when it springs from recognition of duty and a choice to discharge it. While designing CSR, we think, business owners should show respect for the needs and inherent worth of the concerned people; and should treat all social actors equally and out of charity to ensure justice. Only donating to unplanned philanthropic works to show a large figure in annual report does not make any sustainable change for a society. Corporations should design their CSR for the sake of duty to make sustainable change of respected society through coordinated responsible actions and should also share both benefit and burden which are created through their daily business operations.

### **3.3.4 CSR for ensuring justice**

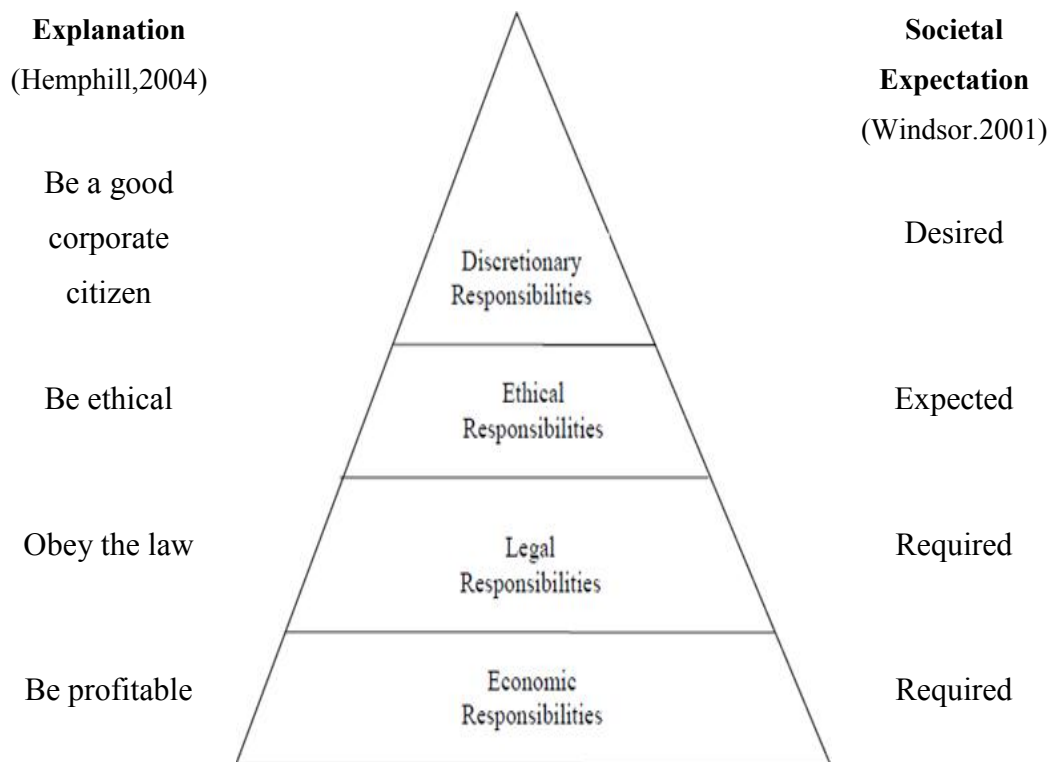
It is the reality that, market mechanism sometime ignores the intrinsic values of peoples or things and a productive society may also incorporate inequalities. But they should keep it in mind that human being is a unique end in himself and he has different needs and choices. CSR from rights based viewpoint holds that all people have basic rights and different needs for living a sound life which the decision makers should not escape in the process of assessing CSR requirements. On the other hand, justice as it is applied in business ethics involves evaluation of fairness, equity, impartiality, respect for human being and the disposition to deal with perceived injustice of others. It is beyond doubt that corporations do business in society and bagged huge chunk of profit through their every day's business operations. Conversely, business operations in a society produce both opportunity and various visible and

invisible hazards for inhabitants of concerned area. The affected social actors must deserve proper compensations from the corporate body according to the viewpoint of compensatory justice; where it concerns the justice of restoring to a person what the person lost when victimized by someone else. At present, we observe globally many people die every day of malnutrition or hunger-related causes as they have no money to buy enough food to nourish themselves. Many people worldwide deprived of basic human needs as a result of economic inequalities resulting from present market mechanism. So, as a social and moral actor, corporations are expected to take steps to improve the position of the neediest members of the society through their CSR activities, unless it would so burden the society that they make everyone, including the needy, worse off than before. Corporations should spread not only the burdens but also share the benefits of their business through CSR activities to ensure justice to the society and to reduce the sufferings of economic inequalities. However, we could say that practicing CSR through giving fair share of corporate benefit may give extra energy to business and turn into a vital instrument for corporations to mitigate and compensate society's burden.

### **3.4 Carroll's Pyramid of CSR**

Study shows that, CSR involves not only the economic and legal practices but it includes ethical and philanthropic activities also. Archie Carroll (1991) explains CSR as a multi layered concept that can be differentiated into four interrelated responsibilities such as economic, legal, ethical and

philanthropic. In this multilayered pyramid those four categories are not mutually exclusive, nor are they intended to represent a continuum with economic concerns on one end and social concerns on the other. The following figure illustrates Carroll's CSR pyramid summarized by Hemphill (2004) and Windsor (2001):



**Figure-1:** Pyramid of Responsibility, **Source:** Lorraine Sweeney (2009:26)

From the essence of Carroll's model, a firm is considered as socially responsible if it is profitable, obeys the law, engages in ethical behavior and gives back to society through philanthropy. Accordingly Hemphill (2004) summarizes these four components of CSR as striving to make a profit (economic), obey the law (legal), be ethical (ethics) and be a good corporate citizen in its relationship with stakeholders (philanthropic). Windsor (2001) summarizes Carroll's model as societal expectation where economic and legal

responsibilities are socially required, ethical responsibilities are socially expected and philanthropy is socially desired. Here the economic responsibility of the firm is the bedrock foundation for business and represents its fundamental responsibility. Legal responsibilities require a firm to abide by the laws of the society. Ethical duties require that businesses abide by moral rules, do what is right, just and fair; respect people's moral rights; and avoid harm or social injury as well as prevent harm caused by others. A firm's discretionary responsibilities entail its voluntary social involvement, humanitarian contributions guided only by firm's desire to participate in social activities that are not mandated, not required by law and not generally expected of business.

Although there is a considerable value in Carroll's model, this model wrongly reflects a natural progression from economic to philanthropic responsibilities, as is the case for example with Maslow's Hierarchy of Needs (Thorne et al, 1993:17); as it makes the assumption that, the category at the top of the pyramid (philanthropy) is the most important or highly valued category, one that organizations should strive for. But this hierarchy is confusing and possibly unnecessary as 'true' social responsibility requires the meeting of all four levels uninterruptedly.

### **3.5 Conclusion**

From the above discussion, there is no confusion that, CSR is an ethical concept and the sense of doing CSR comes from the moral values of corporate owners. Corporate initiative for social responsibility does not come from mere

social or legal pressure. We find it originates from corporation's role in society, responsiveness or answerability of the corporate owners and also from the sense of moral duty towards society to maximize expected social utility. So corporation's social responsibility and ethics are greatly interconnected and it is unavoidable that 'to be responsible' is a moral category even though there have other managerial or technical dimensions. Being socially responsible by modern business entities is no longer an option; it is now a moral and business requirement for their sustainability. Now CSR is the moral requirement before corporations to give fair share of their benefit and to mitigate or compensate people's social burden that are caused by corporate activities. It is supposed that when a moral agent is responsible to someone else, then it would be the agent's duty to show responsible behavior according to the needs and expectations of the recipient. But the problem is that, when corporations practices CSR, they always give importance to their own choices and ignore the expectations of the recipient. Hence business people should keep it in mind that 'one size does not fit all'. What is suitable or chosen by corporate body may not be suitable or expected by the recipient groups or the choice may vary over time and space. So, we may say that, corporations must design their CSR activities in such a way that reflects both the expectation of the recipient and the moral values of the firm to ensure effective and sustainable CSR. On the other hand, theory shows that, at a fixed cost, if quantity increase then quality must deteriorate. If corporations try to meet all needs and expectations of a society through their

disorganized CSR, then it might not become sustainable and befitted with the real appeal of social responsibility. We believe that business should prioritize core social problems to ease these through their well-planned CSR initiative to make it effective.

In practice, some business people haphazardly donate the CSR money to get reputation under the cloak of social responsibility and some people design CSR in such a way that their CSR could not overcome the level of philanthropy. Thus the succeeding chapter of this thesis is designed to give a brief knowledge about the present scenario of CSR activities in Bangladesh to measure the expectations and the reality.

*Chapter Four*  
*CSR Situation in Bangladesh*

## **4.1 Introduction**

Even though Bangladesh is one of the most densely populated countries in the world and most of its people live in rural areas, the corporate sector of our country is booming day by day and has started to attract considerable amount of foreign direct investment (FDI) with huge opportunity of job increase. At the same time, organized pressure groups are emerging slowly and repeatedly asking government and business persons to take positive initiative to establish an image of environmentally and socially responsible business. In continuation of these, we observe corporate social responsibility practices have been increasingly becoming an inevitable part of the business in Bangladesh and gaining space in the public policy spheres day by day. This chapter has been undertaken with the aim of examining the approach and philosophy of CSR in Bangladesh. As in Bangladesh, reports and website information are considered as the major means through which information about the company is communicated, our discussion of this chapter is mostly based on those sources.

## **4.2 CSR in Bangladesh**

Despite CSR is a Western-led concept and Bangladesh is thought to be lagging behind in its understanding and adoption, CSR activities in Bangladesh have increased significantly in importance. A number of corporations are now following an increased commitment to CSR beyond just profit making and compliance with regulations. Corporations are now trying to uphold their corporate image of socially responsible firms and expected to perform well in



areas such as human rights, business ethics, environmental policies, community development, corporate governance, safe working conditions and contributions to community groups. To understand the recent trend of CSR in the context of Bangladesh, we briefly pointed out CSR activities of some selected companies below:

#### **4.2.1 CSR practices in banking sector**

The banking sector of Bangladesh has been actively participating in various CSR activities and a gradual but qualitative change in the CSR action programs undertaken by banks are observing now. CSR activities of two private commercial banks (PCB): DBBL and Prime Bank Limited are presented below to exemplify the current CSR trend of banking sector in Bangladesh. Data given here are mostly collected from the bank's officials, bank website and also from the CSR report of Bangladesh Bank.

##### **4.2.1.1 Dutch Bangla Bank Limited**

Dutch-Bangla Bank Limited (DBBL) is Bangladesh's most innovative and technologically advanced bank. Amongst banks, DBBL is the largest donor into social causes in Bangladesh. We find, DBBL donated Tk. 70.00 lac to establish a college in Sholakuri union under Modhupur upazilla, Tangail. They have been awarding the largest number of scholarships in Bangladesh for the meritorious students who are in need of financial assistance that involves an amount of Taka 102 crore annually. They also donated Tk. 10 Lac to establish a Teachers' Training Center with full facilities for year round training to the

school teachers of rural non-government high schools and Tk. 3.50 crore to ‘PROYASH’, under the supervision of Bangladesh Army for the well-being of children with special needs. Under the Smile-Brighter program, DBBL organized plastic surgery operation for the poor cleft-lipped boys and girls. They frequently organize free cataract operation camp for the poor patients. DBBL donated ambulance at a cost of Tk. 17.70 lac to Laxmipur diabetic hospital to help emergency transportation of critical patients, Tk. 11.27 crore to Prime Minister’s fund to help the victims of Savar Rana Plaza tragedy happened in 2013, Tk. 50.00 lac for 350 families affected by tornado that lashed several villages in 3 (three) Upazillas of Brahmanbaria, Tk. 50 lac to Bangladesh Olympic Association for organizing the 8th Bangladesh Games 2013, Tk. 70 lac to Kendria Kachi-Kanchar Mela for partial repair & renovation of the building at Segunbagicha and also sponsored 3rd BAF & Dutch-Bangla Bank Golf Tournament-2013 as their CSR commitment.

#### **4.2.1.2 Prime Bank Limited**

Prime Bank Limited with Prime Bank Foundation is continuing CSR activities for the greater interest of country’s socio economic development. Prime Bank has been providing renewable scholarship program for underprivileged but meritorious students from across the country and establishes an English medium school in Uttara, Dhaka, as an alternative to the expensive English primary schools at an affordable charge schedule. They sponsored one 20 KVA diesel generator to department of Development Studies,

Dhaka University, started off the Dristy Daan project for poor/ultra-poor cataract patients, supported to setting up hospital & trauma centers; provide treatment and care of non-communicable diseases; initiate activities related to prevention of maternal mortality and provide health care for garments workers. Prime Bank extended finance for establishing countrywide health centers and a teachers' training college and off shore health line call centers. The bank also financed to launch an Intensive Diabetes Management (IDM) services program in Bangladesh, donated Passenger cum bed lift to Sylhet Diabetic Association hospital.

Prime Bank has been initiating activities related to the prevention of environment degradation and promotion of environment; support to people living in the coastal and 'char' areas. The Bank participated in major sponsorship programs in the area of sports like Golf, Tennis to popularize the same among the public and provide financial assistance to Bangladesh Cricket Control Board for development of the game. Prime Bank also donates Tk. 2.5 million to Prime Minister's Relief Fund to help the families of BDR carnage Martyr. PBL took responsibility to support two such families at Tk. 0.48 million per year for ten years starting from 2009, gave support to improve porter and luggage handling services at the Kamalapur railway station and to construct Shahbag foot over bridge. The bank has been distributing blankets and winter-clothes among the winter distressed people during winter.

#### 4.2.1.3 Direct CSR expenditure reported by two banks

Name of the Bank	2009	2010	2011
Dutch Bangla Bank Ltd.	15,92,06,500	16,88,60,000	34,18,30,000
Prime Bank Ltd.	-	29,14,20,000	17,20,90,000

Table-1, Source: CSR Review (2012) by Bangladesh Bank (Amount in Taka)

#### 4.2.2 CSR practices by Telecom sector

Telecom Companies which are operating business in Bangladesh are frequently responded to the call for CSR and sustainable social development through donation and subscription, sponsorship and advertising, customer relation and community involvement. We present CSR activities of two Mobile Phone Company: Grameenphone and Robi below to illustrate the current CSR trend of telecom sector in Bangladesh. Data given here are mostly collected from company's website and from its officials.

##### 4.2.2.1 Grameenphone

Grameenphone (GP) is the leading telecommunication operator in Bangladesh having the largest mobile phone customer base and the widest network coverage. Corporate social responsibility, as Grameenphone take it, as a 'complementary' combination of ethical and responsible corporate behavior, as well as a commitment towards generating greater good for the society by addressing the development needs of the country. Grameenphone's CSR initiatives are based on 3 main focused areas: Health, Education and Environment. Grameenphone signed an agreement with Jaago foundation to

launch 'Online School' for slum area's children. In collaboration with Grameen Shikkha, GP provides financial assistance to 100 bright but underprivileged students through a scholarship fund. They are committed to provide financial assistance to build four non-formal primary school-cum-cyclone shelters named as 'Alokdeep' in the southern belt of the country.

GP initiated 'Safe Motherhood & Infant Care Project' for underprivileged pregnant mothers & their infants and provide free eye care support to 28,780 people so far. They have introduced a SMS based tube-well repairing solution along with HYSAWA (Hygiene Sanitation and Water Supply) and the Government of Bangladesh to provide safe drinking water. GP initiated a solar based 'community power project to provide power to their base station as well as households and local businesses. They also launched information boats with digitized livelihood contents for remote riverine communities, set up about 500 Community Information Centers to connect people, sponsored Bangladesh special Olympic team, create employment opportunity for acid survivors and give emergency relief effort in natural calamities.

#### **4.2.2.2 Robi Axiata Limited**

Robi Axiata Limited establishes internet corners at all seven divisional public libraries and initiated a basic Computer training program for the students of 72 colleges in 64 districts where Robi has already implemented Computer Corners to increase IT literacy among the students of rural and semi-urban

areas. They also patronize English in school program along with *The Daily Star*. Robi set up safe drinking water facility for railway passengers at different divisional railway stations. They have taken initiative to provide solar driven technology among the needy people of off-grid areas as well as helping to reduce greenhouse gas emission and distribute solar power home solution among 150 families with 2 lights & a mobile charger at Kaluar Char village of Razarhat Upazilla of Kurigram district for free of cost.

#### **4.2.3 CSR practices in RMG sector**

Readymade garments sector generates huge employment for a great number of rural young unemployed people mostly women and contribute to flourishing our country's economy. With the presence of competitive market, foreign buyer's policy guidelines and expectations to export large quantity of their products are frequently forced RMG sector to initiate socially responsible practices in their daily business operations. CSR activities of two leading RMG manufacturers: Givensee group and Viyellatex group are presented below to show the current CSR trend of RMG sector in Bangladesh. Data given here are mostly collected from the report of the CSR Centre, websites and officials of those garments.

##### **4.2.3.1 Givensee Garments Ltd.**

Givensee Garments Ltd. is one of the sister concern of Givensee group practicing CSR for a prioritized area and their all efforts are based on that focused area. As a part of discharging social responsibilities, Givensee Group

establishes ‘Old Rehabilitation Centre’ at Monipur, Gazipur and Tabalchari, Rangamati with a view to mitigate painful sufferings of helpless old people of age 60 years and above. All basic amenities like accommodation, foods, cloths, medicines and other facilities are provided free of cost to the neglected and helpless old people till their death. The center also has its own health care center, named ‘Old Rehabilitation Centre Medical Services’, where there are an MBBS doctor and several compounders for treatment of the elderly. Necessary medicines are prescribed and provided free of cost and ambulances are also available in case patients need to be transported to other medical centers/hospitals. In addition, there are sufficient staffs to take care of the elderly residing in the center. At present there are accommodation facilities for about 1200 old people in the center.

#### **4.2.3.2 Viyellatex group**

Viyellatex group is one of the leading exporters of RMG in Bangladesh has started its journey in 1996 as knit apparel and textile manufacturing company and further expanded its business with spinning, printing, accessories and woven garments facilities gradually. Viyellatex has a deep commitment and dedication towards giving back to the community. Viyellatex has undertaken projects aimed at rehabilitating physically challenged and underprivileged individuals in the RMG industry in order to include them in mainstream employment. The company is collaborating with the Center for Rehabilitation of the Paralyzed (CRP), the International Labor Organization (ILO) and Marks

and Spencer on these projects. They have a plan to open a school for physically disabled students and to undertake additional projects that integrate sustainable activities into core the business as means of creating organizational growth.

#### **4.2.4 CSR practices by other corporations**

Beside Banking, Telecom and Garments sector other corporations also have their own CSR activities that cover a wide range of area like education, health care, sanitation and various supports for marginalized people. Many of them are still committed to support precautionary approach to environmental challenges & to promote greater environmental responsibility. CSR activities of two leading companies: PHP group and Square Pharmaceuticals Ltd. are presented below to show the current CSR trend of other corporate sector in Bangladesh. Data given here are mostly collected from company's mid-level officials and from their website.

##### **4.2.4.1 PHP group**

PHP group establishes a Hospital at Rupgonj, Narayangonj to provide low-cost quality medical services, especially to the less affluent section of the population. Almost every year the hospital performs a number of special programs like free medical camp, health education program, maternity & child health care, sanitation & hygiene, cancer awareness to the villagers, and also sends voluntary medical & relief team during flood & other disasters. They also initiate tree plantation program on 119.607 acres of land at Barabkunda, Chittagong. The future plan of PHP Group is to establish a medical university



and cancer research institute.

#### **4.2.4.2 SQUARE Pharmaceuticals Ltd.**

SQUARE pharmaceuticals scale-up CSR activities to consider the interests of their external & internal stakeholders with ecological & ethical considerations in all aspects of their operations. SQUARE sponsored 'Meril-Prothom Alo' festival which has become a national calendar event now a day. They construct kindergarten and high school in Pabna to facilitate quality education to the children of their employees. They help many NGO's in their effort to make available healthcare to the disadvantage population of the country and also a major sponsor of sporting events in the country. They support to ICDDR,B for research on childhood Diarrhea and Post-Partum Hemorrhage (PPH), establish training institutions to train the underprivileged community, donate medicine at disaster stroked area, help flood victims, distribute Winter clothes among poor families during Winter. SQUARE also introduce Effluent Treatment Plant (ETP) and incinerator in manufacturing plants to make their plant environment friendly.

#### **4.3 Where do we stand?**

CSR information of above companies shows that, most of them have some common CSR activities mainly targeting marginalized group which covers the area of education, healthcare, sports, environment and humanitarian assistance. From analysis of the activities of corporations above, we could easily say that CSR practices in Bangladesh are still unnecessarily wide, slow

and only in its infancy. CSR activities of all the companies shown here are adhered to a discretionary conception of CSR and all of them are practicing CSR through philanthropic contributions. The corporations of our country still think their charitable or philanthropic contributions to be CSR. The inner philosophy of CSR is still far reaching here and companies have no specific CSR policy guidelines to make their contributions sustainable. It is well said, ‘We often make confusion over charity and CSR, and are indulging in several activities in the name of CSR. I once heard the chief executive officer (CEO) of a bank terming their sponsorship of 'Indian Idol' singers in a social club as part of their CSR. Yet another CEO termed their compliance with regulatory norms as CSR. A chamber leader, at a TV talk show, repeatedly urged reducing the SME loan interest rate, as part of the bank's CSR. Of course, at height of everything the mid ranking defense personnel wrote to the banks to allocate a portion of their CSR funds for the development of their golf course’ (Mamun Rashid, 2012:7). Our analysis shows that, even though most of the contributions made by above companies are pro-poor and praiseworthy, all of those activities are much uncoordinated and most of those activities are inclined to company’s advertisement. It seems that most of the businesses here are family owned and involved in community development work in the form of charity without having any definite policy about the expenses. It is believed that, ‘in a majority of cases corporate citizens of the developed countries are able to comply with the corporate and social responsibility norms, however; the corporate entities in the

developing countries obviously lag far behind in terms of attaining the level of compliance similar to those of the developed countries'(A. Raihan, 2003:4).

#### **4.4 Conclusion**

We observe a wide range of issues that are deserving of attention in developing countries like us, in the pursuit of CSR. But practically when a corporation tries to cover those wide ranges of issues alone, the result will be a hodgepodge of uncoordinated CSR and philanthropic activities, disconnected from the company's philosophical and ethical standpoints that neither make any meaningful social impact nor strengthen the firm's long term competitiveness. So, we suggest corporations to sort-out the major social issues and prioritize one or two of those issues as their long-term concerning CSR area as per their ability in terms of potential impacts to make their initiatives successful. Till today, we observe many company owners engaging their employees in work for extra hours under a very exploitative condition. Over the years lack of adequate fire protection and other safety measures in the factories has turned the workplaces into virtual death-traps for the poor workers. But it is a matter of hope that, gradually the scenario has been changing as government, civil society organizations, foreign investors and stakeholders from different corners are enhancing their participation in the corporate affairs for holding the corporate entities accountable to their employees and also accountable to the greater segment of the populace. So, now it is high time for business to perform CSR as all year round responsibility that goes far beyond charity or philanthropic

contributions. We think, it is also time for business to give back to the community through CSR as per the needs and expectations of the community which integrate with corporate values, cultures, business strategy and add to future sustainability. The next chapter of this thesis is designed with some important findings possessed through questionnaire survey, literature review and several interviews regarding implementation of effective and sustainable CSR in Bangladesh.

# *Chapter Five*

## *Research Findings*

### **5.1 Introduction**

Bangladesh is a developing country with modest resources where private sector CSR initiatives are desperately needed and have to deploy resources most usefully. But companies of our country are now using different concepts for serving the deprived and disadvantaged people of the community through their uncoordinated philanthropic activities which they labeled as CSR. That is why, Bangladesh Bank, MRDI and other civil society organizations are now advocating for ‘national CSR policy’ and ‘governance framework’ for corporations to find and maintain appropriate boundaries for company’s CSR involvements. They pointed out CSR money as ‘alternative development fund’ that can contribute to undertake target-oriented actions for sustainable social development and supplement government's efforts. Experts from different corners are now inspiring business owners to prioritize those CSRs which will contribute to poverty reduction and will supplement government's efforts towards achieving the millennium development goals. Some experts are frequently demanding a ‘Central CSR regulatory body’ instead of ‘self-regulatory body’ to control over CSR activities of different corporations. Some are asking for a central CSR fund where companies contribute their CSR money and expect strong government intervention on that fund to ensure effective and sustainable usage of the fund. So we design this chapter with some important research findings regarding effective CSR practices in our country.

## **5.2 Research findings**

To find out the answer of some queries and to get public opinion regarding various issues relating to effective CSR practices in Bangladesh, we conduct a purposive questionnaire survey among 300 (three hundred) participants which include government high officials, executives of different corporations, members of civil society and NGOs. We also interviewed some academics and other officials to find out the constraints of CSR initiative in Bangladesh and to find out the right pathway to make CSR activities effective and sustainable in our country context. Here we moreover try to give a meaningful definition of CSR and also take attempt to prove CSR as an ethical concept with the help of various literatures.

### **5.2.1 What CSR really means?**

It is true that there is no generally accepted definition of Corporate Social Responsibility (CSR) and everyone tries to define it in their own ways. But CSR integrates with such components which are very common to everyone with bearing similar meanings relating to take responsibilities of the society and to do business in a responsible way. Actually, the main philosophy of CSR as we think is that, all firms make profit through doing business in society by using their stakeholders and therefore they are ethically expected to give back a reasonable portion of their profit for sustainable welfare of their stakeholders and the society. But the problem is that, the CSR activities of firms are seen uncoordinated and ineffective without a comprehensive CSR framework that is

monitored by a strong regulatory body. So, we could better say CSR is a continuing socio-ethical commitment by business under a comprehensive framework monitored by a strong regulatory body to behave ethically and to contribute to sustainable socio-economic development while improving the quality of life of the employees and their families as well as the local community and society all together.

### **5.2.2 Is CSR an ethical concept?**

The present activities of the corporations in name of CSR give the impression that the corporate decision about whether to pursue CSR seems just like a marketing decision with cost/benefit analysis. It looks as if Corporate Social Responsibility that is currently practices by modern corporations has no relation with ethics or moral spirit. But the origin of responsibility shows that CSR is not mere corporate decision of cost/benefit analysis or not such a practice to avoid social rejection or pressure. Corporation's sense of responsibility may originate from various obligations towards society which are attributed by other social actors or attributed by corporation itself. Responsibility, as we show in earlier chapter, may originate from the 'duty' which is a part of the virtue of justice that encourages a moral agent to judge and act in an ethically desirable way. Responsibility may also originate from the 'role' of a moral agent which he performs in society. To be precise, every moral agent has innate feelings that he has certain responsibilities consistent with his



‘role’ towards his family, his society, his clients and surroundings where he lives. So, there is no confusion that, the sense of doing real CSR comes from the moral values of corporate owners. We think corporation’s social responsibility and ethics are greatly interconnected as this responsibility comes from the sense of duty to make sustainable change of respected society through ensuring distributive justice by sharing both the benefit and burden which are created through their daily business operations. Though there have other managerial or technical dimensions, it is unavoidable that ‘to be responsible’ is a moral category which expresses the moral values and socio-ethical commitment of the business owners. Therefore, we could say that, CSR is the moral requirement before corporations to give fair share of their benefit and to mitigate or compensate people’s social burden that are caused by corporate activities.

### **5.2.3 What are the constraints?**

Observation and information collected through interview with different academics and officials shows that there are various constraints that hamper the smooth functioning of corporation’s CSR activities in Bangladesh. The most crucial constraint is the mindset as most of the corporate owners still believe that CSR is only to give donation to donation seeker or to contribute to philanthropic activities concerning the poor people of the society. Most of the corporate owners treat CSR as a tool for advertising their products or services. We find corporations that practices CSR in Bangladesh have no specific CSR

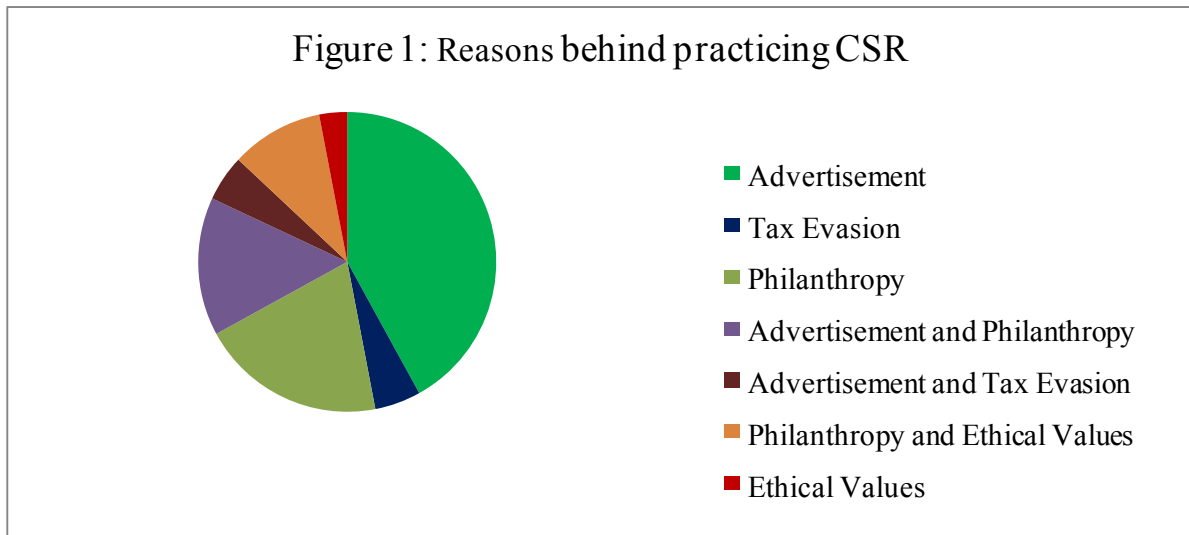
strategy to make their activities sustainable and effective. The other problem is the lack of monitoring authority of CSR activities that result CSR as a messy and unsustainable philanthropic giving. Even though some company contribute to sustainable development activities through their CSR, longevity of those initiatives become vulnerable for the lack of proper maintenance and monitoring. Another important barrier for CSR initiative is time constraint. The corporate owners have no enough time beside their every day's business to implement, maintain and monitor their desired CSR activities. Maintenance of executed CSR projects is another obstacle for corporations as they have shortages of manpower. On the other hand, most of the CSR decisions are taken by central authorities of the firm where their branches in peripheries have no authority to take decision. Sometime there arise emergency social needs which could be solved through contributions of branches of the firm, but the branches have to submit application and wait long time for central decision as they have no authority to take decision, though they have resources and desire to contribute. Finally the term CSR is very uncommon to most of the common people of our country. Those who have completed their graduation recently are little aware about the term CSR. But most of the midlevel officials do not even know what the term CSR stands for, however they think that business should have some social responsibilities. So, lack of awareness about the concept of CSR is another obstacle to ensure CSR practices effective in Bangladesh.

Sometime bureaucratic tangles slow down the CSR progression while private enterprises want to donate money in CSR activities. Business leaders are now urging for policy support from the government so that the corporate sector can enjoy tax rebate against their CSR expenses. Some academics worried about CSR funding as there is a risk to channel black money through CSR spending.

#### **5.2.4 Why a firm practices CSR in Bangladesh?**

There are many firms who practices CSR in Bangladesh either from the sense of ethics or not. Our study shows that most of the corporations have some common CSR activities mainly targeting marginalized groups which cover the area of education, healthcare, sports, environment and humanitarian assistance. From our previous discussion we find that, even though contributions made by companies are pro-poor and praiseworthy, all of those activities are much uncoordinated and most of those activities are inclined to company's advertisement. The questionnaire survey which was conducted among 300 participants to reveal 'why corporations practices CSR in Bangladesh' shows that, most of them (42% percent) believed advertisement is the main cause for company's practicing CSR in Bangladesh. The survey further shows that, five percent (5%) participants consider tax evasion; twenty percent (20%) participants consider philanthropy; fifteen percent (15%) participants consider advertisement and philanthropy both; five percent (5%) participants consider advertisement and tax evasion both; ten percent (10%) participants consider

philanthropy and ethical values both and only three percent (3%) participants consider ethical values as the real cause for company's practicing CSR in Bangladesh. The pie chart illustrates the following scenario:



**Source: Questionnaire Survey-2013**

### **5.2.5 Should CSR address core social issues?**

There is a common notion that CSR activities in our country do not address our core social issues and are also uncoordinated. Most of the participants of the survey are in favor of this notion and all of them suggest that business should prioritize core social issues to ensure effective CSR. In another question, most of the participants (85%) wishes to address the expectation and social needs of the community in CSR and the rest fifteen percent (15%) participants thought that CSR should only address the desire and philanthropy of the business owner. So, from the evaluation we could say that, business should address those core social issues in their CSR activities that are concentrating on the expectation and social needs of the community. Beside

this, some field level investigations have to be conducted involving all the representatives of the stakeholders to identify potential core social issues where intervention through CSR can serve purposes which are most useful.

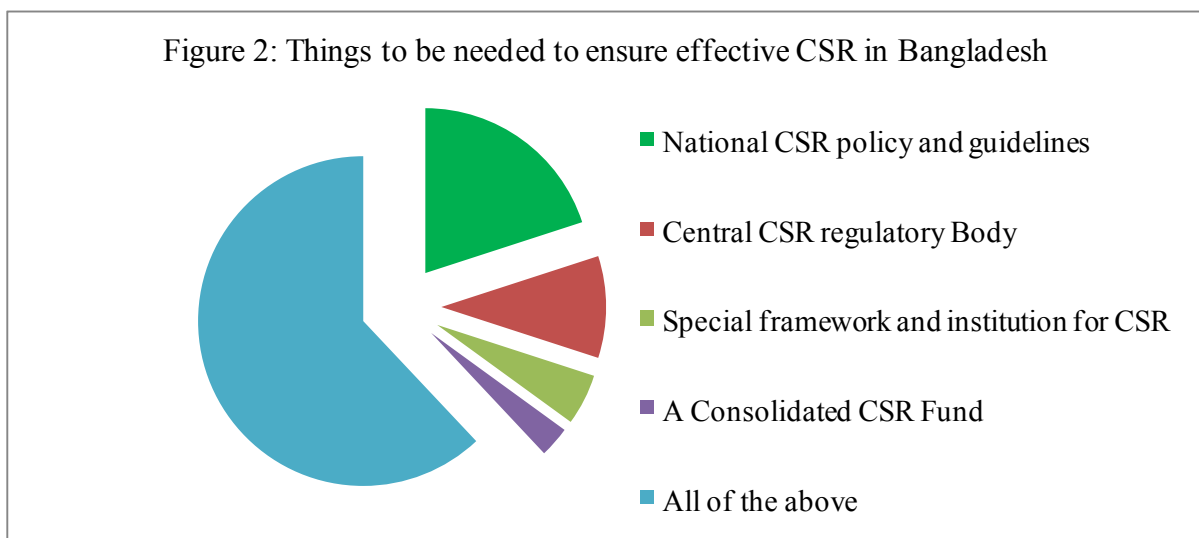
### **5.2.6 Should CSR be mandatory for firms?**

There is a strong debate between whether compliance of CSR should be mandatory for every business entity or not. Among the participants, sixty five percent (65%) strongly express their opinion in favor of mandatory CSR and the other thirty five percent (35%) stand against the point. The first group considered CSR is a 'responsibility' of the firm towards society and so they strongly maintain their opinion regarding mandatory compliance of CSR. Participants who are interviewed from the last group have an idea that CSR is a discretionary action and the business owners should have full right to decide whether to comply with it or not.

### **5.2.7 What is needed to make CSR effective and sustainable?**

From analysis of the activities of corporations who are practicing CSR in Bangladesh, we could easily say that the inner philosophy of CSR is still lagging behind and companies have no specific CSR policy guidelines to make their contribution sustainable. So, there are some common policy advocacy arising from different corners to ensure effective CSR practices in Bangladesh. Survey conducted to justify those expert opinions shows that, twenty percent (20%) participants are in favor of a complete national CSR policy and guidelines; ten

percent (10%) put their opinions for central CSR regulatory body; five percent (5%) for special framework and institution for CSR and three percent (3%) participants put their opinion for a consolidated CSR fund to ensure effective CSR practices in Bangladesh. The rest sixty two percent (62%) participants believe all the mentioned points have to be needed to ensure effective CSR. The following chart represents the opinion regarding effective CSR practices in Bangladesh:

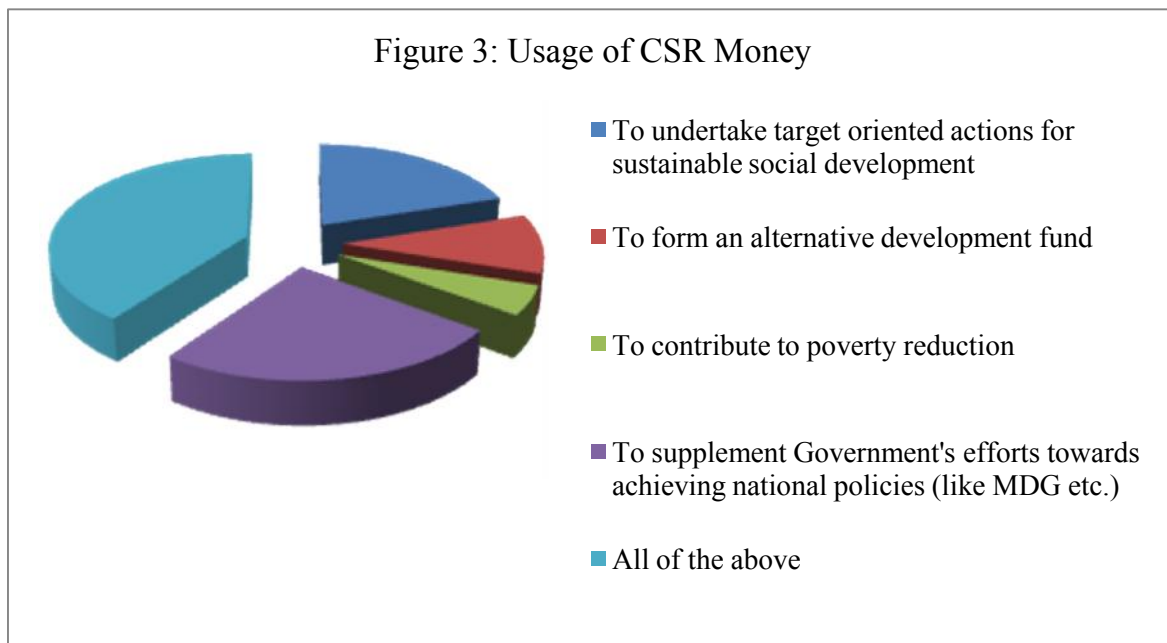


Source: Questionnaire Survey-2013

### 5.2.8 Where CSR fund should be used?

Academics and other policy organizations are frequently advocates for proper usages of CSR money that are contributed by different corporations to various CSR activities. The questionnaire survey conducted to justify the opinions regarding the usage of CSR fund shows, twenty percent (20%) participants believe that CSR money should be used to undertake target oriented actions for sustainable social development; opinions of five percent (5%)

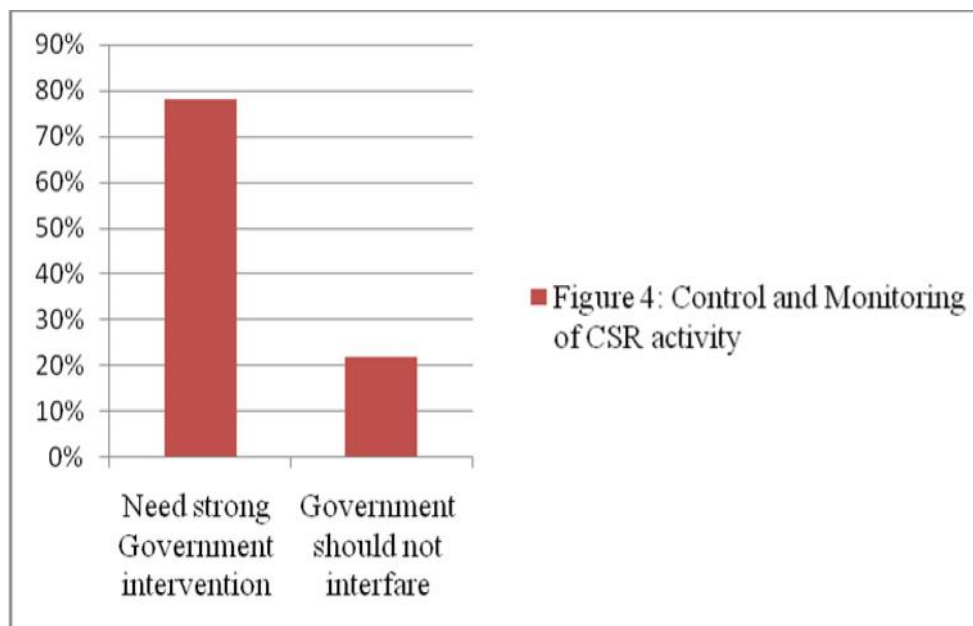
participants reflect on the formation of an alternative development fund to consolidate CSR money which should be contributed by different corporations from their CSR allocation. Ten percent (10%) participants considered that CSR money should be used to contribute to poverty reduction and twenty five percent (25%) put their opinion to contribute to supplement government efforts towards achieving national policies like MDG etc. But it is interesting that forty percent (40%) participants believe that CSR money should be consolidated in an alternative development fund and should be used to supplement government's efforts towards achieving national policies, poverty reduction and also to undertake target oriented actions for sustainable social development. The following figure represents the opinion regarding the usage of CSR money:



**Source: Questionnaire Survey-2013**

### **5.2.9 Is there any need of Government intervention?**

The main problem of CSR compliance in Bangladesh is the lack of proper monitoring and maintenance of CSR activities that leads the CSR projects ineffective. As there have no national CSR policy in Bangladesh and the government has no control over CSR activities of corporations; they use their CSR money to volatile unexpected programs and philanthropic works. But analysis shows that if there have national CSR policy and central controlling authority for CSR activities, it will make sure the proper utilization of CSR fund and also ensure the prioritization of core social issues to make CSR initiatives effective and sustainable. The result of the questionnaire survey in this regard shows the following figure:



Source: Questionnaire Survey-2013

Among the 300 participants, seventy eight percent (78%) are in favor of government control over CSR activities of the corporations and they want strong government intervention in this regard. The other twenty two percent



(22%) participants believe that government interference may slow down the CSR activities of the corporations. So they are against the interference of the government on corporate owner's CSR decisions, but some of them strongly support the urgent requirement of a national CSR policy guideline.

### **5.3 Conclusion**

From the above analysis our view is that business should take social responsibility as an end to address society's needs and expectations not as a means for profit maximization or mere reputation. We believe CSR should be the continuing commitment by business to contribute to sustainable socio-economic development while improving the quality of life of the employees and their families as well as the local community and society all together. We also believe that, CSR should be the moral commitment of business to give fair share of their benefit and to mitigate or compensate people's social burden that are caused by corporate activities. As CSR is a new concept for corporations in Bangladesh, we think, mass CSR awareness building initiatives are highly needed to make the people aware and concern about the concept. We also suggest CSR should be an obligatory concern for business to address the expectations of the community through prioritizing core social issues. Moreover there should have a central CSR fund which will work as alternative development fund and controlled by central CSR regulatory body to supplement government's efforts towards achieving national policies, poverty reduction and

also to undertake target oriented actions for sustainable socio-economic development. There should also have a complete national CSR policy and guidelines to regulate CSR activities of the firm and to make those initiatives effective and more people oriented. We believe, Civil Society has a duty to enhance their participation as a stakeholder in the corporate affairs for holding the corporate entities accountable to the greater segment of the populace. Finally, we think, government's control over the CSR activities of the firm is strongly needed to avoid uncoordinated and ineffective CSR initiatives and to check the risk to channel black money through CSR spending. On the other hand, we also suggest the government to keep the CSR implementation process smooth and steady so that the bureaucratic tangles could not slow down the normal continuation of CSR activities. Government should provide the logistic support for enhancing the overall corporate standard and also monitor the initiatives of the global trade partners and regimes carefully so as to ensure that the corporate responsibility issue could not used as an excuse for market access barrier.

## ***Chapter Six: Conclusion***

## **6.1 Overview of the study**

The study of this thesis mainly focused on the prioritization of core social issues to make CSR practices effective in Bangladesh. In 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> chapter of this paper we intensely concentrated on the research problem and are also tried to find out specific answers of the research questions. Our overall study gives an idea that, as Bangladesh is a developing country with scarce resources and huge populace, so the country desperately requires the assistance of business sector where their CSR initiatives could play a vital role in this regards. We also clarify CSR as a complementary combination of ethical and responsible corporate behavior, as well as a commitment towards generating greater good for the society by addressing the development needs of the country. We further show a reverse picture of CSR practices in the context of Bangladesh. The scenario is that, corporations of our country traditionally try to cover a wide range of social issues through their philanthropic activities which they recognized as CSR. But at the end their activities turned into a hodgepodge of uncoordinated charitable assistance that neither make any meaningful social impacts on the targeted groups nor strengthen the firm's long term competitiveness. That is why, by this thesis, we encourage corporate owners to practice CSR in such a way that make meaningful sustainable social impacts on the targeted groups. In relation with this, we suggest the business owners and policy makers to promote selection of one or two need based prioritized social

issues for each firm's long term CSR concern (that have connection with country's socio-economic development policy and also have prospective sustainable impacts) to make CSR initiatives successful in Bangladesh.

## **6.2 Prospective issues for CSR involvement**

As Bangladesh is a least developed country in the world along with the problem of scarcity of resources, income inequality, societal deprivation, substantial poverty and natural disasters, we observe, the country has been severely facing a slow social and economic progress over the years. As a result, the marginal segment of its populace are inhumanely remain extremely deprived in terms of access to basic services including quality education, essential healthcare, safe drinking water, proper sanitation, adequate supply of food and necessary clothing etc. Though there have some publicly supported mitigating measures in the form of social safety-net programs but those are still inadequate for a great number of deprived people. In continuation of these social protection programs, the government has also pledged to achieve some pro-people development goals by 2015 that includes some core social issues of the country like eradicating extreme poverty and hunger; achieving universal primary education; promoting gender equality and empowerment of women; reducing child mortality; improving maternal health; combating HIV/AIDS, Malaria and other diseases; and ensuring environmental sustainability etc. Along with the MDG pledges the country took a paradigmatic shift in its planning process and

started to formulate its first-ever long term perspective plan for the year 2010-2021 to accelerate national development process. The perspective plan is designed to achieve through two successive five-year plans (6<sup>th</sup> and 7<sup>th</sup>) which are implemented through yearly development plans (ADPs). Like the MDG, the core objectives of the perspective plan is also to mitigate prioritized core social problems of the country including eradicating poverty through equitable and inclusive growth process, attaining full literacy with skills in ICT, ensuring standard living and achieving the digital middle income country status in real terms by 2021, the Golden Jubilee year of national independence. But being still at a rudimentary stage of economic and social transformation and a very poor country with limited resources for social expenditures, Bangladesh has a long way to go. We think, financial independence is still a far-reaching dream for Bangladesh, as because a great share of ADP expenditure is being funded from outside the country; and as a result the donors are becoming a major force in shaping country's economic policy and development strategy. We also observe some unpleasant circumstances regarding foreign funding. Planning commission's progress report 2012 on MDGs shows that at the time of setting MDG targets, the developed nations pledged to provide 0.7 percent of their Gross National Income (GNI) as assistance to the least developed countries, but in reality they gave only 0.29 percent of their GNI. So, to overcome those development hurdles, the country should reduce dependence on external

resources by increasing domestic contribution through joint efforts from both public and private sectors. So we think, instead of haphazard philanthropic contributions, the corporate sector should move ahead and play a vital role in supplementing government's efforts towards achieving long term perspective plan of the country along with millennium development goals through their CSR contributions.

### **6.3 Synthesis of the findings**

Our study validates that, corporations make profit through doing business in society by using various stakeholders and local resources; and so from the viewpoint of distributive justice, corporations are ethically expected to give back a reasonable portion of their profit for sustainable welfare of their stakeholders and the society. For that reason, in this thesis we show CSR as the moral requirement before corporations to give fare share of their benefit to the society and to compensate people's social burden that are caused through corporate behavior. In Bangladesh, we find most of the corporations have some common CSR activities that cover a wide and insignificant area of education, healthcare, sports, environment and humanitarian assistance. Even though corporate sector allocate and contribute millions of money every year for CSR purpose, their contributions make no significant and sustainable change of the targeted group because of choosing wide area of social issues alone. Our study reveals that, the intention behind choosing such wide and insignificant area is

mainly for company's advertisement or to get appreciations from those who have power to influence company's growth and survival. But we confirm CSR as an ethical concept in our earlier chapter and so the sense of doing CSR should come from the moral values of the corporate owners. Hence, we expect corporate owners to design their CSR activities in such a way that reflects both the expectations of the recipients and the moral values of the firm. To overcome the present drawbacks of CSR, we suggest corporations to overcome the level of philanthropy first and then prioritize need based social problems to mitigate those through their sector specific and well planned CSR initiatives. We also suggest corporate owners to address those social issues in their CSR activities that are concentrating on the expectation and social needs of the community, not concentrating on their business motives or cost benefit analysis.

Now the question is that, is there any need to force the corporate owners to practice mandatory CSR? The survey result of our study shows that most of the participants demands for mandatory CSR practice by every corporation. But CSR is not such a matter that is enforced by law or other factors. We think CSR is an inevitable part of a good business that reflects the moral orientation and sense of responsibility of the business owners; personal values of the employees and managers. Our view is that, a good business never avoids its socio-ethical responsibility as because business activity covers not only the economic and the legal responsibility, but it covers the ethical responsibilities also. So we suggest



the government, civil society, pressure groups and different stakeholders not to pressurize corporations but encourage the business owners with various incentives to practice sustainable CSR beside their business. It is proved to us that a socially responsible business perceived strong corporate brand position with an enhanced image and influence. As for example, DBBL achieved an echelon of corporate brand position with an enhanced image and influence in Bangladesh only for pioneering CSR in banking sector. Now DBBL stands like an ambassador of CSR among the corporate sectors of our country. On the other hand, the contributions that business owners expand for CSR never goes without rewards. We think, those contributions might be regarded as a long-term investment in a safer, better educated and more equitable community, which in turn benefit the corporations by creating an improved and stable situation to do better business. We also recommend that government should have authority to monitor all CSR activities so that corporations may not use their CSR allocations in volatile unexpected programs and unnecessary philanthropic activities. To include additional dimension to CSR activities in Bangladesh and make the efforts effective, we propose to business owners to put aside a part of their profit for CSR allocation and contribute the allocations to a consolidated CSR fund to use the money to supplement government's efforts towards achieving national policies (like MDG, Perspective Plan etc.) and also to undertake target oriented actions to achieve sustainable socio-

economic development. We also draw attention at the very need of special framework and institution under the supervision of strong central CSR regulatory body to practice CSR in a systematic way. In continuation of these, we expect, CSR activities of all corporations would execute by a central CSR regulatory body with the help of its various wings according to the national CSR policy and guidelines.

#### **6.4 Need for further research**

Even though CSR appears to be a growing area for both companies and managerial researchers worldwide, the real appeal of the term is yet to materialize in our country. So, there should have a policy for mass adaptation of the term ‘CSR’ and to encourage the corporate owners to practice CSR enthusiastically. We have no national CSR policy and guidelines in our country till today. But to make CSR practices effective and to commence systematic CSR, national CSR policy and guideline is a must for our country. Therefore, we think various intensive research and field level studies are needed to formulate a comprehensive national CSR policy and guidelines for Bangladesh. On the other hand, the idea of a central CSR regulatory body is a new concept in our country context. There should have specific terms and conditions for formation, functions and capacity of this regulatory body. So we think a thorough research regarding ins and outs of this central CSR regulatory body is really necessary for ensuring planned CSR practices in our country.

## **6.5 Final remarks**

From the above discussion, we could say in conclusion that, CSR should not use as a mere tool for advertisement of the business entity or as a matter of cost benefit analysis. Our view is that, CSR ought to be the respect of the business for the inherent worth and needs of the people concerned. So we suggest corporate owners to originate their social responsibility from the sense of duty which is intended to ensure social justice; and to take social responsibility as an end to address society's need, not as a mean for profit maximization or mere reputation. We also suggest that, to make CSR practices effective in Bangladesh, business should prioritize core social issues of the country according to the needs and expectations of the people first and subsequently proceed to facilitate those as per their ability in terms of potential impacts.

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## Appendix-1

### Assessment Regarding ‘Effective Corporate Social Responsibility (CSR) Practices in Bangladesh through Prioritizing Social Issues’:

1.	<b>Name of the Respondent</b>	:	
2.	<b>Designation</b>	:	
3.	<b>Office / Address with Phone Number</b>	:	
4.	<b>Have Idea about CSR</b>	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	<b>In Our Country, Most of the Firm practices CSR for</b>	:	<input type="checkbox"/> Advertisement <input type="checkbox"/> Philanthropy <input type="checkbox"/> Tax Evasion <input type="checkbox"/> Ethical Values
6.	<b>CSR Activities in our Country do not Address our Core Social Issues and also Uncoordinated</b>	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	<b>CSR Practices should be Mandatory for Every Business Entity of our Country</b>		<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	<b>If Business is Responsible to its Society then</b>		<input type="checkbox"/> CSR should Address the Expectation and Social Needs of the Community <input type="checkbox"/> CSR should only Address the Desire and Philanthropy of the Business Owner
9.	<b>To Ensure Effective CSR Practices in Bangladesh we need....</b> <b>(You could select any 1,2, 3 or All options)</b>	:	<input type="checkbox"/> National CSR Policy and Guidelines <input type="checkbox"/> Central CSR Regulatory Body <input type="checkbox"/> Special Framework and Institution for CSR <input type="checkbox"/> A Consolidated CSR Fund

			<input type="checkbox"/> All <input type="checkbox"/> None
10.	<b>If you have any Opinion Regarding Question No.9</b>	:	..... ..... .....
11.	<b>We should Prioritize Core Social Issues to Ensure Effective CSR</b>		<input type="checkbox"/> Yes <input type="checkbox"/> No
12.	<b>We Need Strong Government Intervention to Control &amp; Monitor CSR Activities</b>	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
13.	<b>CSR Fund should be used to....</b>  <b>(You could select any 1,2, 3 or All options)</b>		<input type="checkbox"/> Undertake Target Oriented Actions for Sustainable Social Development <input type="checkbox"/> Create an Alternative Development Fund <input type="checkbox"/> Contribute to Poverty Reduction <input type="checkbox"/> Supplement Government's Efforts towards Achieving National Policies (like MDG, Five Year Plan etc.) <input type="checkbox"/> All <input type="checkbox"/> None
14.	<b>If you have any Opinion Regarding Question No.13</b>	:	..... ..... .....
15.	<b>Any Opinion Regarding Effective CSR Practices in Bangladesh</b>		..... ..... .....

Signature of the Respondent

## Appendix-2

### Important Web Address (Accessed in 2012-13)

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www.bangladesh-bank.org

www.cpdbd.com

www.csrcentre-bd.org

www.dutchbanglabank.com

www.givenseegroup.com

grameenphone.com

www.mrdibd.org

www.phpgroupbd.com

www.primebank.com.bd

www.robi.com.bd

www.squarepharma.com.bd

www.viyellatexgroup.com

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