"They say they work in a sustainable way, but I don't really know"

Building relationships between companies and their host communities, through CSR activities in Guatemala

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List of abbreviations:

CA - Central America

CSR - Corporate Social Responsibility

MNC - Multinational Company

NGO - Non-governmental organization

STC - Save the Children

STCG - Save the Children, Guatemala

STCN - Save the Children, Norway

UN - United Nations

UNDP - United Nations Development Program

"The future is not completely beyond our control. It is the work of our own hands." -

Robert F. Kennedy

Chapter 1: Introduction

We live in a world filled with conflicts based upon a system that exploits challenged groups of society[1]. Conflicts, wars and suppression are prevalent in countries around the world, something which is detrimental to these countries economy. Not only do war and conflicts cost a lot, but moreover there is the destruction of physical infrastructure, interruption of education and health services, and indirect effects on trade, tourism and business confidence that are weakening a country's fiscal position and hurt economic growth (Gupta et al. 2002).

The world of business has indeed contributed to such conflicts through their historic main responsibility to increase shareholder value. This approach has challenged societies and even contributed to societal and economic problems (Prandi and Lozani 2011). Today, large multinational corporations (MNCs) have become very powerful economic and social agents.[2] The power of MNCs is not just based on the enormous amount of resources they control. Their power is further enhanced by their mobility and their capacity to shift resources to locations where they can be used most profitably and to choose among suppliers applying criteria of efficiency. In effect this gives multinational firms the latitude to choose locations and the legal systems under which they will operate (Roach 2005; Scherer, Palazzo and Baumann 2006). While the power traditionally has been used to enhance companies` profit, there has been a new driving force known as Corporate Social Responsibility (CSR) becoming increasingly more important. Though there is no universal definition of CSR it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. Thus, beyond making profits, companies are responsible for the totality of their impact on civil society. In the business community, CSR is alternatively referred to as "corporate citizenship", which essentially means that a company attempts to act as a socially responsible actor within the society it operates in.

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[1] During the 20th century the business activity expanded dramatically (Santa-Barbara 2010). This was for the most part based on the availability of cheap fossil fuels. Consequently corporations grew in size and influence. Many corporations were now having a global span of operations and revenues larger than many nations (Ibid). In undeveloped and foreign areas operations led to many human rights abuses and ecological damage. Further, many corporations also had connections to violent conflicts. This either trough actually providing armaments and supporting repressive regimes, encouraging the removal of Indigenous people or use of slave labor and laundering money (Ibid).

[2] The world's largest corporations have revenues that equal or even exceed the gross domestic products (GDP) of some developed states (Chandler and Mazlish 2005 in Scherer & Palazzo).

CSR provides evidence that large companies may use their power and resources to be a part of the solution to these problems. A company may overcome and compensate for the negative spillover from their operations through focusing on the "triple bottom line"–the totality of the corporations` financial, social, and environmental performance in conducting its business. However, while providing opportunities, creating good CSR strategies also provides challenges and the way from the traditional way of looking at business are hard to depart from. This study will discuss and theoretically analyze the role of CSR as an enabler of positive peace in the context of Guatemala while using Giddens` Theory of Structuration.

1.1 The Peace Study Context

The concept of peace is often determined negatively as the absence of war (Webel 2009). This is the underlying principle for which Galtung`s (in Barnett 2008) theory of peace is build upon. Further, to define peace in this context, it is equally important to understand what violence is. For Galtung (in Barnett 2008) violence can be divided into two main categories; personal and structural. Personal violence occurs when there is an actor and/or a concrete action such as war or disputes that injures people[3]. Whereas structural violence speaks to the situations caused by systems of unequal power, that again structure unequal life chances for people (Ibid). These two types of violence have different levels of peace connected to them. Galtung (in Webel 2009) has made the distinction between *positive* and *negative* peace. Negative peace, as mentioned, is determined as the absence of war, and hence is connected to the term personal violence (Barnett 2008). Further, in the concept of positive peace lies the present of many pleasing states of mind, such as harmony, justice and equality (Webel 2009). As structural violence speaks of unequal life chances and social injustice, the counterpart will then be positive peace (Barnett 2008).

CSR is closely linked to the term *Peace Business,* which currently has its dominant focus restricted to the reduction of direct violence and some of the worst offences regarding structural violence (Santa-Barbara 2009). However, even if peace business often refers to the businesses directly involved in peacekeeping and peacemaking, it is also used as a broad term for business models that are based on the principles of nonviolence, social justice and ecological sustainability (Ibid). The ideal is that businesses not only avoids contributing to any kind of violence against people or nature, but also exemplifies nonviolence, social justice and ecological sustainability as a part of their business operations and strategy (Ibid). The

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[3] Between the period of 1989 and 2000, more than 4 million people are estimated to have died in violent conflicts (Gupta mf 2002).

private sector is not especially designed to be a peacebuilder[4], thus having different incentives from what governments may want to establish (Triphati 2011). However, because of the perception that the balance of power is going in favor of the corporations, most international attention has been focusing on the conduct of MNCs operating in the developing world (Ibid).

This thesis will investigate whether CSR can be used as a tool in creating structures that facilitates positive peace. Further, it will investigate whether CSR activities are useful for companies and how a positive relationship between a company and their surroundings can be established. Therefore the research question is:

How can a company's relationship to its social and economic environments be structured positively through CSR activity (strategy)?

1.2 Theoretical departure

In chapter two I will present the Structuration Theory which will be the framework for this study. According to the Structuration Theory social structure is derived from a growing history of action and interaction among the members of a social system and depends upon their engagement and competence. Therefore, its production and reproduction cannot be separated from agents who enact and interpret it. The reason for choosing Giddens` framework is that the theory deals with processes and illustrates why activity patterns must constantly be assessed and adjusted according to the structure. It corresponds to CSR strategies as they are activities performed by agents (organization) in relation to a structure (their civil society).

Giddens' work has been critiqued for having a high level of abstraction and need to be more useful so it can lead to improvements for action (Rose 2001). Some ways of furthering this direction of research are discussed in this study which aims to show the usefulness of Structuration Theory through using empirical data from multiple case studies from Guatemala.

1.3 Methodological and Empirical Context

Chapter 3 consists of a description of the methodology chosen. As this study applies a case study design, a challenge is to meet the critique of case studies such as lacking of rigor, methodological vagueness and description of events aimed at testing, not building theory (Yin 1994). To meet the criticisms I seek to demonstrate the potential of this approach for generating new ideas by producing rich data to inform theory (cf. Wang and Ahmed 2007; Siggelkow 2007). Initially, the study focused on one case, which was chosen on the basis of good cooperation with Save the Children Norway (SCN). However, following the theoretical sampling of the cases, the study build on the reminiscent arguments that multiple cases create more robust theory grounded in varied empirical evidence (Eisenhardt and Graebner 2007) and allows for "replication" logic (Yin 1984). Thus, in order to compare and contrast and thus have richer empirical foundation for theory building, one more case was added to the study. Hence, a multiple-case study design consisting of two similar companies with both high level CSR programs operated in the same empirical context (Guatemala) were chosen. The cases chosen in this study are treated as a series of independent situations, where each of them confirms or disproves emerging conceptual insights (cf. Brown and Eisenhardt 1997). As the purpose is to understand the structuration process through CSR strategies, we aim at analytical generalization, i.e. to generalize our empirical observations to theory rather than a population (e.g. Yin 1994). Statistical generalization, i.e. whether the empirical results are generic to the industry as such, is not an issue here.

The empirical context of the study is Guatemala. Guatemala is a country in Latin-America which borders to Honduras, Belize, El Salvador and Mexico. This specific empirical context was initially chosen because of the strong cooperation between Hydro and Save the Children Norway (STCN) that takes place there. However, the context proved additional interesting as under the leadership of the World Bank, several major business associations have expanded on the traditional concept of CSR in Guatemala and there is a strong business foundation there with CSR programs (Soplop et al. 2009). Further, Guatemala is a conflict ridden area where it is possible to get an impression of the impact of different CSR activities within the society.

Chapter 4 consists of the analysis of the empirical data. In writing a case study, there will always be some level of analysis performed by the author. Therefore, I choose to present the empirical data and the analysis together, to give a more meaningful overview for the reader. I

used intuitive and critical reflection in interpreting the difference categories in the structuration process, within as well as across cases (cf. Ayres et al. 2003). There was a specific challenge in terms of language since both Spanish, Norwegian and English has been employed. Quotations from the interviews provided evidence for the various themes of interest. The quotes were first translated from Spanish or Norwegian into English, and then edited slightly, following the main rules of Rubin and Rubin (1995).[5]

Chapter 5 draws a conclusion to our theoretical and empirical analysis. Here I try to tie together the discussion and interpret the meanings of it. I try to understand the meaning in a theoretical and a practical context and also lay foundation for further research.

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[5] We deleted some of the oral 'fill words' in order to make the informant's message clearer. Sometimes the informant gave us additional information about a theme either later in their answers or later in the interview. We then connected the quotes, for getting a better meaning across to the reader. The sign (…) denote that there could be sentences in between. We carefully registered displayed emotions like enthusiasm, engagement and discouragement. The sign (!) underlines such utterances.

Chapter 2: Theory

2.1 Corporate Social Responsibility (CSR)

Since the middle of the 1990s the concept of *Corporate Social Responsibility* (CSR) has become widely used. It first came to the US and Great Britain, and later on to the other industrialized countries (Kleppe 2008). As an answer to public criticism and government demands, businesses began inviting civil society organizations into their planning activities which led to some businesses and business organizations formulating social responsibility codes (Santa-Barbara 2009). These codes were publicly endorsed and today there are several dozen CSR codes of various kinds (Ibid).

The UN defines CSR at its broadest as a contribution from businesses to sustainable development (UNSDI 2007). Further, the European Commission has published a policy on CSR that states that for a corporation to meet their social responsibility they should, in collaboration with their stakeholders, have in place a process to integrate social, environmental, ethical and human rights concerns in their core strategy and business operations (EC 2011).

McWilliams and Siegel (in Chen 2011) suggest that CSR is situations where the corporations go beyond what is required of them by the interest of the firm and by law to appear to further some social goods.

However, while the definition and dimensions of CSR vary (Vaaland & Heide 2007) it is clear that the concept of CSR often refers to the relationship between a corporation and the civil society (Nilsen 2008). Moreover, it is often claimed that CSR has three main pillars, also called the triple bottom line (Elkington, xx) which may be summarized as; people or society, planet and profit (Ibid). When it comes to people or society it regards how the conduct of business reflects ethical considerations to whom it concerns and interference in established social and human rights (Vaaland & Heide 2007). Further, "People" constitute the companies` stakeholders; it employees, customers, business partners, investors, suppliers and vendors, the government, and the community. Increasingly, stakeholders expect that companies should be more environmentally and socially responsible in conducting their business. Planet refers to the effect the business operations have on the environment, while profit has to do with the economic considerations (Ibid). It is also argued that CSR tries to advance responsible

corporate citizenship in a way that includes business as part of the solution to the challenges that sustainable globalization brings (Lambooy 2006).

In this study, I define CSR strategies as activities and resource allocations that a company makes in order to run an economic, social and environmentally sustainable operation.

A much discussed challenge of CSR is that companies treat it as an obligation and fail to see the potential in cooperating closely with a local context. Thus a consideration is that CSR cannot be disassociated from the context in which it operates; rather it should reflect and respond to the challenges (human, technological, environmental, etc.) in the company's immediate setting, that is, on a local scale, which are actually linked to the challenges facing humanity globally. Many of the business operations and direct foreign investments worldwide take place in countries either in the midst of conflict or in a post-conflict setting. Broadly speaking, these countries may be appealing to business in several respects, such as the opportunity exploitation of natural resources, large markets or beneficial production costs, among others. Therefore, despite the fact that they are complex and often insecure settings, they have attracted companies operating worldwide or have some kind of national business community that feeds the global supply chains, from either the formal or informal economy. In some cases and over time, the contribution of this private capital is equivalent to or higher than the aid coming from international donors, so its weight in the country's economy, on both micro and macro level, is crucially important. However, as shown by the different authors, the orientation or perspective of both the company and its CSR policy in these fragile settings can lay the groundwork for the consolidation of peace, or to the contrary, they can contribute to rekindling the causes of the conflict (Prandi and Lozano 2011)

Further, CSR strategies have been critiqued as merely being part of a company's public presentation and thus having sheer symbolic value. CSR has been treated as an expense, not adding to the core business strategy of a company, thus giving CSR managers limited influence and limited resources. The resources are often so thin spread that it doesn't influence the civil society to any significant extent (Weber 2011). Also, while CSR is supposed to have an element of communication with the society, to create positive influences and changes, it sometimes acts as plain charity (Marrewijk 2003) which distances the company from the communication with the civil society.

Therefore, one of the main points of this study is to investigate if CSR strategies actually are useful and if they can be effective in establishing the company as a good corporate citizen and

as such contribute to positive peace. At the same time we investigate whether useful CSR strategies also may be beneficial for the company itself.

By using Giddens` Structuration Theory to understand how companies may influence, and are influenced by, their civil society through CSR strategies, we may gain insight in useful processes between the companies as agents and the structure they are situated in.

2.2 Structuration Theory as a conceptual framework on CSR

The *Structuration Theory* by Anthony Giddens (in Bryant & Jary 2001) is seen as a great contribution to general social theory. It is a general theory in the sense that it addresses a wide range of human activity and is removed from any kind of specific social setting (Chiasson & Sauders 2004).

With his theory, Giddens (in Chaisson & Saunders 2004) tries to address a fundamental problem within social sciences; the divide between subjectivism or agency and objectivism or structure, when it comes to the production, reproduction and transformation of social systems (Berends, Kees & Weggeman 2003). On the one hand there is subjectivism or individual focused theories that assume that the agents, and the meaning that agents give to the actions they conduct, which is done in a free and independent way, is constructing the world in a "bottom-up" way (Aakvaag 2008). Moreover, objectivism or society focused theories assume that there is a supra individual, objective social structure that exists relatively independent of the agents (Ibid). Objectivism or society focused theories go further to study how this structure is controlling the agent`s actions (Ibid).

With the Structuration Theory Giddens (in Lou 2005) suggest that knowledgeable agents continuously monitor the flow of their actives and also expect others to do the same and routinely monitor social, ethical and physical aspect of the context they are in. In this case, by continuously and recursively sharpening their practical consciousness and actions agents can shape the political and social conditions that they are thriving (Ibid). But in doing so, they must know of the existing structure to be able to draw from it in the production, reproduction and transformation process (Berends, Kees & Weggeman 2003). In this way agents are dependent on structure in the same way as structure is dependent on agents.

Structuration Theory relates both to structure and agency and in this sense it can relate to many levels of analysis across different studies (Ibid). With duality of structure Giddens (in

Berends, Kees & Weggeman 2003) refers to the way that structure is both an outcome of the behavior it organizes and the medium of social interaction. Structure and agents are thus mutually dependent on each other (Ibid).

The interaction between structure and agent is important in this study as companies may be seen as agents and countries as structures. The agent may, through their CSR strategies, influence the structure. At the same time, the agents have to deal with the existing structure in order to operate efficiently.

2.2.1 Countries as Structures

Structure, for Giddens (in Bryant & Jary 2001) refers to a set of systems of generative rules and resources. Structures can be limited, such as within certain organization and subcultures, or all encompassing such as national cultures and broad institutional framework (Giddens, 1984). According to Giddens (1984), they only exists in the knowledgeable agent's memory as instantiated in action (Ibid), although they may be coded (i.e. laws, rules, regulations) or uncoded (norms, cultural values). It is these existing rules that make action possible (Ibid). Structure is both enabling and constraining. Further, they are outcomes of social interaction in the way that they are produced and reproduced (Berends, Kees & Weggeman 2003). Finally, they are also a resource for interaction and interpretation and agents need to be aware of the structures to be able to reproduce them (Ibid).

Giddens` (1979) structure consists of three dimensions: *signification*, *domination*, and *legitimation*: (1)Structures of signification refer to social rules that determine what constitutes meaning and govern communication process. (2)Structures of domination are "*asymmetries of resources that agents draw upon in exercising power and in the sustaining of power relations in and between systems of interaction*" (Giddens 1986: 93). Resources reflect the capabilities of actors to act intentionally (Giddens 1982).[6] (3)Structures of legitimation refer to norms, or rules, that actors draw upon in the sanctioning of their own and others' conduct in interaction. Norms include rights and obligations expected of actors in interaction such as codes of

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[6] Giddens used the term "facility" for two distinct types of resources—authoritative and allocative resources. Authoritative resources refer to capabilities, which generate power by having command over persons. Allocative resources are capabilities, which generate power by having command over objects or material.

conduct. Understanding how the three dimensions play out in a structure, may be important to understand the interaction between the agent and the structure.

2.2.2 Organizations as agents

Agents are, for Giddens (in Bryant & Jary 2001), knowledgeable and capable and they reflexively monitor their actions. Agents are usually looked upon as human actors, however I will argue that organizations can behave as agents.

Firstly, all agents are knowledgeable, capable, free and independent (Aakvaag 2008; Bryant & Jary 2001). They have the capacity to interfere and make a difference, they are reflexive monitoring their actions, they rationalize their actions and have a motivation for them (Aakvaag 2008).

Further, the concept of *corporate identity* refers to the distinct attributes of an organization (Balmer & Grey 2003). This raises important questions such as "what are we?" and "who are we?" (Ibid). The identity concept relates to all entities and touches in this way among others culture and values, which gives the company its own distinctiveness. Companies often refer to themselves as having an identity, as for example Hydro; *"The Hydro Way originates from our company`s identity – our unique set of characteristics – and constitutes a way of doing things that differentiates us from other companies"*

Organizations are complex systems and to better understand this it is useful to see them in terms of their normative personality (Yolles, Fink & Dauber 2011). A viable personality system has to consist of at least three elements that institute different sets of information (Ibid). Bandura (in Yolles, Fink & Dauber 2011: 165) says that agents` efficiency relates to *"the soundness of their thoughts and actions, and the meaning of their pursuits and they make corrective adjustments if necessary"*.

The traits of a company`s identity are substantive and the effects are observable (Balmer 2007). Companies have a self-determining capacity; they have the ability to change their status such as for example legal status, activities and so on. Further, they are prone to being managed, although not entirely. In addition to this, the identity that a company holds, provides them with a platform for communication policies to be developed, reputation building and association with stakeholders can be formed (Ibid). The identity is continually evolving. The traits of the corporation's identity are many and can include activities, quality, market position, location, structure, procedures and culture, to give some examples (Ibid). Past

strategies is also part of shaping identity, as well as the relationship the company have and the degree of dependency it holds with other corporations, customers, governments and shareholders (Ibid).

Further, agencies also function with intelligence (Yolles, Fink & Dauber 2011). This intelligence is closely linked with the ability to separate attributes of cultural knowledge in a variety of environments, create interference and make effective decisions (Ibid). In this sense, intelligence is the ability of an agency to adapt to its immediate environment.

2.2.3 Creating a model of structuration

It is expected that some structures are beneficial for a good social and economic development and other structures depraves a healthy development to take place. Nevertheless, agents who compromise the established structure will encounter difficulties in getting support in their embedded society.

Thus, on one hand there are the *structural patterns* which consist of Giddens´ three dimensional framework. These are the established and accepted practices and processes in any social context.

On the other side, there are appropriate behavior patterns, which are acceptable ways for an agent to interact with the structure. The appropriate behavior patterns are not expected to compromise too much with structural patterns.

The appropriate behavior pattern must correspond to the three dimensions of the structural pattern. It must understand the signification of the structure, i.e. what gives meaning in the society. It must understand how resources are valued and managed. Finally, it must understand the norms that give legitimacy in the society. The following model illustrates the theoretical underpinnings.
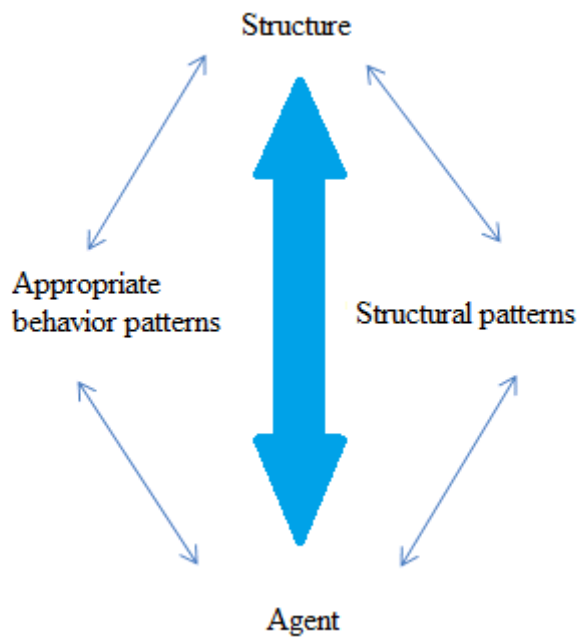
Figure 1 Model of Structuration Theory; where both structure and agent are mutually dependent on each other when it comes to the production, reproduction and transformation of social systems. Also showing how structural patterns and appropriate behavior patterns have an impact on this.

The structuration process happens when agents conform to the structure, and simultaneously influences the structure through introducing new and innovative ways of behaving that do not compromise the structure radically. In that way, agents can contribute positive qualities to a detrimental structure, thus transforming it (and vice versa). Further, in having a positive interaction with the existing structure, agents can also have a positive change (and vice versa). In this study I am concerned about the positive development through looking at companies with CSR strategies as agents. Agents can contribute to positive peace through having CSR strategies that are structures efficiently according to the structural patterns and the appropriate behavior patterns.

Chapter 3: Research Methods

Since Structuration Theory is a general theory it leaves room for interpretation and shaping of empirical studies within the concepts that the theory holds. It does not itself relate to one specific social setting, but rather provides a theoretical conceptualization on categories and views of human action and social structure (Chaisson & Saunders 2004).

Given the lack of knowledge on benefits of CSR I embrace the potential of multiple case studies for theory building. Further I choose to meet the critique the multiple case studies have met such as lack of rigor, methodological vagueness and description of events aimed at testing, not building theory (Yin 1994) through using the structure set forward by Pauwels and Matthussen (2004). They suggest that a multiple case study design is constructed upon four pillars, which are theoretical sampling, triangulation, analytical pattern-matching logic and analytical generalization. Further they claim that these four pillars is the base that will hold up what they call "the roof" which is validation. Validation is made through juxtaposition and iteration (Ibid). Therefore I seek to demonstrate the potential of this approach by producing rich data to inform and build theory (Wang & Ahmed 2007).

The various definitions of CSR explain the effort of the corporations` to perform in an economically, socially and environmentally sustainable manner. CSR speaks to the relationship between corporations and the social, economical and environmental context. This is a dynamic relationship and in order to investigate the way this could have positive effects for both parts I needed to look at the corporations' behavior and the effects this had on the society. Further, the effects on CSR cannot always be showed in the accounts by numbers and therefore to get a better understanding on how the corporations behave I found it relevant to use a qualitative research method. Qualitative research is a broad term (Hennik, Hutter & Baily 2011), but in most parts it is characterized by a direct contact between the researcher and the participants (Thagaard 2002), and it seeks to understand the contextual influences on the research issue (Hennik, Hutter & Baily 2011).

4.1 Case study method

The case study is a research strategy that helps the researcher investigate an empirical topic (Yin 2003:15). A case study puts it focus on one or more units that represents the projects cases (Thagaard 2006: 47). When the case is represented by big units such as corporations or organizations, it is the unit itself and not the specific informant that is representative for the analysis (Ibid). In this project the focus lies on the CSR strategies of the companies. In this

research, it is the corporations and as opposed to individuals that will comprise the unit represented in the cases to be investigated.

I initially wanted to have a single case study, focusing on one case with good CSR strategy and a third party involvement from an NGO to fulfill their good corporate citizenship. However, during my fieldwork an additional case was selected for this study. The two cases have a similar CSR strategy on paper, although the one case added to the study managed their CSR directly and not through a third party in the chosen empirical context.

There is a distinction between using a single case study or a multiple case study. A single case study is a valuable strategy when the researcher is looking at extreme or critical cases, while a multiple case study is more appropriate when looking at typical cases (Shakir 2002). However, when using case studies, the number of cases is not a quality criterion for the research (Pauwels & Matthyssens 2004). Sampling should rather have a theoretical basis. Therefore, to switch from a single case study to multiple case studies may create more theory-driven variance in the data, rather than to create more of the same (Ibid). However, neither single nor multiple case studies allows for statistical generalization, it can only highlight the phenomena in the context it is being studied (Gibbert, Ruigork & Wicki 2008).

In my case, it was important to add the second case to contrast and compare how initially similar CSR strategies may have different structuration processes.

4.2 Research area; Guatemala

I started the selection process with an interest to find a country that is coming out of a conflict and that are working with companies that with solid CSR strategies. Guatemala is a country that has come out of an internal conflict and which is moderately industrialized. I did some research online and found out that *Save the Children, Norway* (STCN) are collaborating with companies on CSR matters. As I found out through STCNs website, the Norwegian aluminum company Hydro, was one of their biggest contributors on this field (RB2). It was also stated that Hydro had contributed to projects in Guatemala.

Following this logic Hydro as a company was chosen as a case, thus making Guatemala the research area because of Hydro's engagement, through a third party, in this country.

During the summer of 2011 I then started my fieldwork by visiting Guatemala. Guatemala is a country in Latin-America which borders to Honduras, Belize, El Salvador and Mexico. The capital of Guatemala is Guatemala City and there is an estimate of 14 million inhabitants living in the whole country (Lunder 2009).

Save the Children, Guatemla (STCG) has their headquarters in Guatemala City. My first weeks of my fieldwork I stayed in the capital following STCG`s work, interviewing employees and visiting their projects in different areas inside the city boarder. This was to get a broader understanding of what kind of work STCG is doing and in extension what Hydro is contributing to.

However, since STCG also has projects in other regions of the country, I got to visit one other department where they have projects in different cities and villages. I went with representatives from STCG to the department of Chiquimula for one intensive week. The department of Chiquimula is situated close to the Honduran border. In this department I visited the main city, Chiquimula, and some smaller cities and villages named Comotán, Olopa, Jocotán, San Juan Hermita and Bueno Vista. Given that most companies have their industry out in the rural areas and not in the capital, I found this to be an opportunity to see how STCG is working outside the boarders of the capital and what the main issues are for the people living there.

During the last part of my stay in Guatemala I went to a border area between the departments of Izabal and Alta Verapaz. In this area there was a campsite to a nickel company called Mayaniquel S.A. I visited them and got to interview some of the employees working on CSR issues and look around the campsite and nearby villages.

Returning to Norway, my last stop for my fieldwork was in Oslo. When in Oslo I got in touch with Hydro and I got the opportunity to visit their headquarter to do an interview. I chose to visit them after being in Guatemala and seeing what was going on at the ground level so I would have a deeper understanding of the society and the situation there, without any influence from the corporation initially.

4.3 Sampling strategy

Since I was looking for informants with specific knowledge on CSR in the different corporations and organizations I wanted to use as my cases, I chose to use the snowball

method for finding my informants. This method consist of contacting key persons with the knowledge the researcher is looking for, and then ask them for others with similar knowledge (Thagaard 2006 : 54). A critique to this method is that it might lead to limited diversity among the informants in the sense that they all are from the same network (Ibid). In the corporations there are not that many employees working specifically towards the CSR strategy, so I considered the snowball method to be the best way of getting in touch with my informants there.

Concerning my contact with *Save the Children* (STC) I did this through a so-called "gatekeeper". To get the ball rolling, I first contacted my local STC office in Tromsø, Norway. They got me in touch with the main office in Oslo, Norway, where I got a contact person with specific knowledge on Latin America. After corresponding through several e-mails the gatekeeper got in touch with STCG and some of their partner organizations. They further agreed to meet me when I had arrived in Guatemala and I got their contact information. At last, I had made the following interviews:

Country	Interviews	Affiliation
Norway	1	Norwegian Hydro
Guatemala	2	Mayaniquel
Guatemala	3	Save the Children N/G
	6	

Table 1: showing key informants form the different organizations, excluded conversations with informants during observation and e-mail contact.

4.4. Data collection technique

4.4.1 Triangulation

To improve the validity and reliability of research, triangulation is a strategy that may be used. This strategy allows the researcher to engage in multiple methods, such as observation and interviews (Golafshani 2003), as well as combining primary and secondary data sources (Pauwels & Matthyssens 2004).

Triangulation has two main goals; first of all it is a method for confirming data (Ibid). This is mainly to reduce random measurement errors that may occur. Secondly, it can be useful to use triangulations to increase the internal validity of the study. In this research my primary data is

interviews. I have combined this with secondary data in form of documents and field observations.

a) Primary data: Interviews

To get the knowledge I needed about the informants' experiences with CSR, I chose to conduct interviews. The interviews can take different forms, but are some of the most widely employed method in qualitative research (Bryman 2001: 312). On one end the interviews can have little or no structure and are more like a conversation between the researcher and the informant (Thagaard 2006: 84). On the other end of the scale they can be very formal and structured, where the questions and the order of them are formulated before going into the interview (Ibid).

For this project I chose to base my primary data on semi-structured interviews. This form of interview is based upon predetermined topics, but the order of questions is adaptable to the interview situation (Thagaard 2006: 85).

In the interviewing setting the informant is holding all the information, and can choose how open they want to be with the researcher (Ibid). As a researcher it was therefore important to get a good relationship with the informants so that they felt comfortable sharing their experiences with me. This is one of the reasons for choosing semi-structured interviews. With a semi-structured interview the researcher can adapt to the story being told by the informants and get both a good flow in the conversation and even get important information that the researcher did not think of beforehand (Ibid). Even though I had read various articles on CSR before leaving for my fieldwork, it was important to also adapt to the social setting and culture I was in. Every situation is different and with semi-structured interviews I could better adapt to the stories being told in the context of the organizations and local communities I visited. Even though the main theme and questions were planned before going in to the interviews, I could be open to ask additional questions regarding their specific situation.

On one hand it was important to note that when interviewing informants from big corporations or organizations there were a challenge when it came to the information they could give. Since my research looks at the corporation`s CSR strategy, I needed to be aware of the fact that the statements from my informants were not automatically the official statements of the corporation. I therefore needed to have secondary sources such as official documents from the corporations, official statements given by the corporations through media and internal given documents from the corporations to supplement the interviews.

On the other hand, it was also important to get the informants feel they could speak freely about what sort of information they could give without being concerned about their work situations and the reputation of the corporation they represent. Before conducting the interview I gave out an information sheet about my project and all of my informants signed a confidentiality form which secured their anonymity.

For all of my interviews I used a tape recorder in addition to taking notes. The biggest advantage of this is that everything that is said is kept on tape, not just in memory (Thagaard 2006: 97). Further, it also gives the opportunity to take valuable notes during the interview setting which will give more rich data on non-verbal communication such as body language. Moreover, quotes from the interview are kept just as they were said in the interview setting in case needed for presentation in the empirical data and analysis (Ibid). However, a critique for using this technique is that the tape recorder may give the interview a very formal character. It is important to recognize this, and if it makes the informants unconvertible turn the tape recorder off (Ibid). To counteract this critique the informants were always asked permission before conducting the interviews and they gave their consent for me to use the tape recorder.

b) Secondary data: Observation & Documents

In addition to doing interviews I also got permission from STCG to do observations. This was done in such a way where I went with them to visit different projects they were working on onsite. This included school visits, visits in local communities, meetings with children and parents, headmasters and teachers at schools, field techniques and representatives from the ministry of education. I was also part of a tour guided by the president's media consultant at the presidential palace with children in a program working for children's rights, and I got to join in on the additional workshops afterwards.

Furthermore, I got to visit one of the corporations` campsite and go to see the projects they were doing in the nearby villages.

During observation the researcher gets to be present at the actual place where the informants are, and look at how the informants act in this context (Thagaard 2006: 63). In this way I really got to know the working of the society which the corporations and organizations are dealing with, thus gain richer materials for the analysis.

It was also important for me to observe what was really being done by the corporations at the ground level. This could give an indicator to whether the strategy was carried out in the same way as it was spoken of at the policy level.

As mentioned, in this research documents were used to verify information, and get additional resources from the corporations and organizations. These documents includes official statements given to newspapers, internal given documents and presentations given about the topic, documents and information from the companies` websites and annual reports.

4.4.2 Anonymity

My informants signed a consent form before I conducted the interviews. This consent form contains their right to be anonyms. Further, before starting fieldwork, researchers have to sign a contract with the Norwegian Science Data Service (NSD) which commits the researcher to follow ethical guidelines concerning among other anonymity[7]. Furthermore, since there are not many employees working directly towards CSR in the companies I visited, it was important to secure their anonymity. Thus in the analysis my informants will be categorized only by affiliation.

4.4.3 Measurements

When trying to understand how and whether structuration processes take place, I am looking for the 1) sustainability of companies CSR activities (i.e. that it´s not short term or one-time activity, but its building up sustainable practices. 2) Changing of resources and practices within the company as a response to feedback from their CSR activities (i.e. in increased social or human capital, new ways of performing activities etc).

4.5 Reflections/Challenges

4.5.1 My position

Regarding my position as a researcher, different characteristics were important in different settings. I was operating in three different spheres; with big corporations, with a NGO and with local communities, so even if I was there always as a researcher I had shifting roles.

When dealing with the corporation´s the most important factor to highlight was that I was a Master student at a university, and that I was not there to try to deliberately find negative things to say about the corporations. It was important to explain my project well, and

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[7] See http://www.nsd.uib.no/personvern/forsk_stud/ for more information on the guidelines

highlight my tentative problem statement that focused on the positive effects that might come from the corporations CSR strategy, in a more professional way.

As I work on a voluntary basis in STCN I was able to relate and connect with my informants in STCG. However, it was very important for me to specify that I was not there as a representative for STCN, but as a researcher. I had to continually remind my informants that I was there doing my fieldwork and they should not treat me as a representative from STCN. This was an important distinction for me because STCN has supported STCG for many years until they were strong enough to manage as an independent unit within the STC system. Still today representatives from STCN visit Guatemala to see how the work is going, and STCN continues to be a big donor economically. Moreover, since STCG is still getting donations from Norway this might affect how they portray their organization in regards to concerns for funding. So it is even more important to state my position as a researcher in such way so that my presence would not affect their economic situation either negatively or positively.

At the local level I was often treated as a general tourist from a foreign country. People were generally interested in showing me their home country with excitement. In Guatemala there are many foreign NGOs working, also ever since the beginning of the 1990s, tourism has become an important source of income for the country (SNL), and the most part, while going around the country the locals welcomed me as a visitor. However, when talking to people from the local community about my project, it was crucial to explain that I was not there to give any kind of aid or other goods, but solely interested in getting to better understand their society as a researcher.

4.5.2 Language
As I did most of my research in Guatemala, language is an important factor. Guatemala is commonly referred to as a multilingual society. The official language is Spanish, however there are also 24 other languages spoken in the different areas and departments of Guatemala (Lunder 2009).

As a researcher I had to take this into consideration. I had been traveling around Latin America, living with families and taken courses in Spanish beforehand and therefore knew the language to some degree before going to Guatemala. For the most part I can understand Spanish and make myself understood in an everyday setting. However, I do not speak advanced Spanish very well and neither can I speak the other language forms that are being spoken in Guatemala. Therefore to get the most out of my interviews I chose to conduct them

in English. Further, most of the informants working in the corporations could also speak English and many of the employees working for the NGO too, so to try to avoid any misunderstandings that might occur I considered English to be the best option.

However, in the cases where the informants didn't speak English or were uncomfortable with speaking English I chose to have a translator present. The translator was always an employee from the same company or organization that my informant was working for or had a relation to. This could lead to some information being lost between me and the informant on the account of the translator interpreting what the informant is trying to say. But, as I could understand, if not always all the words, what was being spoken in Spanish, I got to verify to some extent what the informant was telling me. However, when visiting the communities where they spoke different forms of indigenous languages, I had to rely solely on the translator.

All quotes or statements used in the project from these interviews are transcribed by me.

In addition to this I also conducted some interviews in Norway. As both myself and my informants in these cases are Norwegians, these interviews were conducted in Norwegian. All quotes or statements used in this project from these interviews is transcribed and translated into English by me.

4.5.3 Safety
When I was doing my fieldwork in Guatemala it was the presidential election time. In addition to Guatemala being a country with a relative high crime rate[8] the election time made the situation tenser. There were among others, a lot of demonstrations and this made my stay a bit challenging on more than one occasion. On one occasion I was invited to join STC to a congress meeting about education, but was denied entry because of big demonstrations around the parliament building and STC was concerned about my safety. When I was visiting projects with STC they felt that I was their responsibility and therefore it was not an option to take any chances. Secondly, the demonstrations lead to roadblocks several times, which made it impossible to leave the capital and go out to the communities at the former previously time. We had to reschedule several times before we actually got to leave.

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[8] in 2010 the homicide rate in Guatemala was 41,4 per 100,000 persons (UNODC)

Chapter 4: Empirical Data and Analysis

4.1 The Structure; Guatemala

Structures, for Giddens (in Bryant & Jary), refers to generative rules and resources drawn in through the communication of social systems. They only exist through the memory of knowledgeable agents and as initiated in actions (Ibid). Further, structure consists of three dimensions: signification, domination and legitimation (Giddens 1979).

In this case study the structure is represented by Guatemala. Guatemala is the most densely populated country in Central America, with a broad cultural character. The country has an estimated population of 14 million inhabitants (SNL). Its capital, Guatemala City, has approximately 943 000 inhabitants in the core of the city. The surrounding areas raise the number to around 2 million, making it the largest city in Central America (SNL).

4.1.1 Structure of signification

The structures of signification refer to social rules which determine what constitutes meaning and govern communication processes (Giddens 1979).

Next to Honduras and Yucatán, Guatemala is the original home of the Mayan culture with the second highest share of traditional Indian population in Latin-America[9] with a total of 65%, where around 30% is Ladinos[10], while the rest is of African and European decent. Although the Indian population is proud of their Maya-decent (Ibid), my informants from STCG express that;

> *"They (people with Mayan decent) think they are less people just for being Maya, but they have to learn the value of their people"*

There are a total of 21 different Mayan groups, contributing to making the country a multicultural society. The visual expression of Indian identity is strong, and the Maya clothing

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[9] Only Bolivia has a higher proportion of traditional Indian population (SNL).
[10] Ladinos is a common term used to refer to people from mixed Maya and Spanish descent

is for example used for everyday wear. Maya crafts are very famous, especially the colorful textiles where the pattern identifies what part of Guatemala it originates from (SNL). This is a strong identification scheme which tells others what kind of group a person identify themselves with and further, it can be a indicator of what kind of native language this person speaks since Guatemala also is a multilingual country. Spanish is the main language but in addition there are 24 other indigenous languages being spoken, the most common of being; Q`eqchi, Cakchiquel, Mam (Maya), Tzutujil, Achi, and Pokoman (Ibid).

Since the 1970s the country has been characterized by major political and social turmoil, which has lead to total militarization of the rural area and guerilla groups with demands on social rights and land reform (SNL). The indigenous people have especially had to bear the burden of massive abuses. This can be reflected in the previous statement from my informant, which indicates that the Mayan population has learned through this process of being singled out and abused because of their descent, that they are worth less than others within this society. However, negotiations between the government and the guerilla in 1996 lead to the signing of a peace agreement (Ibid).

The society has suffered in many ways due to the war. And my informants in STCG explain the poverty problems in the light of the civil war;

> *"But it is the poverty then… We had a war recently and the agreement of peace was signed in 1996 and that is our history. I think it is a consequence of the past. Yes!"*

4.1.2 Structure of domination

The structure of domination is explained by Giddens as "*asymmetries of resources that the agents draw upon in exercising power and in the sustaining of power relations in and between systems of interaction*" (Giddens 1986: 93). The resources will reflect the capabilities of actors to act intentionally (Giddens 1982).

When looking at Guatemala there are some very clear asymmetries of resources which allow some to be more powerful than others.

First, one of the consequences of the decades of civil war is that the education system in Guatemala is suffering. There is a high difference between schools in rural and urban areas in the country.

Primary education is compulsory for 6 years from when the children are 7 years old. Although Spanish is the official language, ever since 1960 it has been emphasized that children should be able to learn in their mother tongue (Ibid). The secondary school lasts up to 5 years, divided into two batches. Further there is a high degree of privatization of education in Guatemala. At the upper secondary level approximately 47% of the students are in private schools. In 2001, 85% of the children started primary school. The corresponding figure for the relevant age group in high school was only 28%. According to estimations provided by UNESCO about 30% of the adult population was illiterate in 2001 (Ibid).

> *"(…) most of the children have to contribute to the work of their parents so they can have money for living. Just to have food and a place to live. But the resources from them are very, very, very limited. (…) most of the children just finish 6th grade (…) and then they start to work. And we see a high reduction of students finishing high school (…)".* – Informant 1STCG

The lack of education provokes the job situation for the population. This inequality is further also linked to the poverty issues in Guatemala;

> *"The problem is the economic situation of the people. This provokes that they don't have food to eat and they don't have the access to education (…). It's the poverty"* - Informant 1STCG

Although the majority of the population is not considered to be wealthy, some have much more than others. There is a clear divide between very rich and poor, and not many are living in between. UNDPs Human Development Report (2011) shows that 25, 9 per cent of the population suffer multiple deprivations, while an additional 9, 8 per cent are vulnerable to multiple deprivations[11]. Further, my informants show some concern for the distribution of the national budget and that some issues receives significant more attention than others;

> *"There are many problems here (in Guatemala), and most of the problems are because our budget is not well distributed"* - Informant 2STCG

Second, Guatemala has very few mineral resources. Petroleum has been extracted since 1974, and a small quantity is exported despite the fact that production is not major. It is also extracted small amounts of iron ore, lead, zinc, copper, antimony and wolfram. There are also deposits of uranium, mercury and nickel (Ibid). The area of Alta Verapaz is one of the areas

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[11] Taking into account income, health, education and standard of living (UNDP 2011)

where there have been various corporations conducting nickel explorations ever since the 1960s, further the nickel laterite was first identified in this area in the 1950s (ANF).

Third, there is a problem of poverty and as a consequence of this also malnutrition. As one of the poorest departments in Guatemala, Chiquimula has often been having crisis with famine (SNL). In the department of Chiquimula, the core area of the Maya culture of Ch`orti is based around the small towns Jocotàn and Camotàn. The majority of this Mayan population is small farmers that make their living by subsistence agriculture, mainly corn and beans (Ibid).

Furthermore, agriculture has been practiced since 7000 BC, and urban communities have existed since the beginning of our era. The current Guatemala was incorporated into the viceroyalty of Mexico when one of Cortes' officers, Pedro de Alvarado, arrived in 1523. The Spaniards found silver deposits around Huehuetenango. Estates were established in the highlands surrounding Antigua (founded 1527) which was the colony's center. The colonists developed a mestis population by intermarriage with Indian women. Estates were run by feudal practices which the Spaniards ruled over the Indian farmers (Ibid).

Fourth, there is a high level of gender inequality in Guatemala. UNDPs international human development index (2011)[12] shows the gender inequality value on 0,542 which ranks Guatemala at 109 out of a total on 146 countries. Further, it shows that female`s participation in the labor market is 48, 1 per cent whereas men's participation is on 87, 9 per cent.

4.1.3 Structure of legitimation

The structure of legitimation refers to norms or rules that agents draw upon in the sanctioning of their own and other`s conduct in interaction. This includes rights and obligations expected of agents in interactions (Bryant & Jary 2001).

Religion is of major importance for the organization and operation of social life in a society (Macionis & Plummer 2005). It organizes people through values, norms and rules, and it is an alternative way of understand the natural world (Ibid). In Guatemala there is full religious freedom and the majority of the populations are of catholic faith, however the range of Catholicism varies. Further, there is a part of the population that is practicing indigenous religions (SNL). With each individual religious group there will be norms and rules that the

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[12] The index takes to account; reproductive health, empowerment and economic activity (UNDP 2011).

members are expected to follow. These norms and rules are different from one religious view to another.

When it comes to the economy and trade, Guatemala is the most industrialized of the Central American countries, however the industry sector only contributed to approximately 15% of both the GDP and employment. After a solid growth in the 1970s, industrial production decreased significantly in the 1980s because of the political turmoil and violence (Ibid). And even though Guatemala is rich due to natural resources, it is still a poor developing country, where foreign companies have significant influence (Ibid). Agricultural farming is the dominant industry, but due to declining prices on several important export crops and the political and social turmoil in the country, there has been significant economic problems ever since the end of the 1970s. In 2002 GNP per capita was estimated around 1500 USD, but the income distribution was very uneven:

> "*We (Guatemala) are not a poor country because we have many resources. In Guatemala there are a few people with a lot of money and they have money properties. The land belongs to these few families. But the majority of the population is poor. And that's one of the problems in Guatemala. This is because just a few people have a lot of resources. The rich, the wealth is not for everybody*" - Informant 2STCG

The poverty is affecting the cultural norms in the country. My informants in STCG go on to explain that because of the poverty issues the people don't seem to have a culture for donating aid to others that may be less fortunate;

> "*In Guatemala we don't have that culture of giving others, (…) I think it's because of the poverty in Guatemala (…)*" – Informant2 STCG.

Another element where the poverty is making its presence felt is on the culture of self-sufficiency. My informants in STCG express that even if there is no culture of giving to others in Guatemala, there is a culture of hard work to create development for their own local communities;

> "*At the local levels mothers, the families, teachers, leaders of the community, children, young people are working for their own development*"

Although Guatemala is unusually weak in most categories of social development, the country does have the most dynamic and industrialized economy in Central America, low inflation and steady economic growth, but as mentioned, only a small portion of the population has benefited from this progress. However, natural disasters are a serious problem, also for the economy (Ibid).

When it comes to international rules and norms, Guatemala is a member of the UN and the UN`s agencies, among them the World Bank (Ibid).

4.2 Two different approaches

In earlier days, NGOs that worked with businesses generally wanted money. They were then considered sellouts by radical activists (Elkington 1998). The relationship between the NGOs and the business world was simple, whether it was regarding funding for core costs or campaigns, their cooperation was treated as nothing more than good marketing for the businesses and donations by the NGOs (Ibid). The corporations would donate money to the NGOs, who in return gave the corporations their name on some appropriate surface. However, it seems to have been a shift towards the NGOs increasingly being in a position of power, and some are prepared to use this in a novel way, thus working alongside and through businesses (Ibid).

Further, some companies choose to be more directly involved in the conduct of their CSR. This means that they are working directly with the host community themselves without outsourcing parts of their CSR to others.

I have chosen to look at two different models of practicing CSR. The first approach is a model where the agent, in this case represented by Hydro, is fulfilling their responsibility through a third party, here represented by STC. The second approach is a more direct model where the agent, in this case represented by Mayaniquel, is working closely with their host community in a direct manner.

4.3 Model1; CSR through a third party

Hydro is a Norwegian aluminum company with their headquarters in Oslo, Norway. They are ranked as the third largest in their field and they employ over 23 000 people in 40 different countries (Hy1). They are also a leading global supplier of aluminium (Hy1).

Aluminium was discovered 160 years ago and 60 years later there was a viable production process established. Today it is the second most used metal and more aluminium is being produced than all other non-ferrous metals combined (Johnson 2011).

As an agent Hydro has created a mission and they themselves call it *"The Hydro Way"*. The Hydro Way is as they themselves express; *"their reason for being"* (Hydro Annual Report 2010). In this mission the company refers to themselves as having a corporate identity; *"The Hydro Way originates from our company`s identity – our unique set of characteristics – and constitutes a way of doing things that differentiates us from other companies"* (Hydro Annual Report 2010: 4). Their main goal is to *"(…) create a more viable society by developing natural resources and products in innovative and efficient ways"* (Hydro Annual Report 2010: 54). Although Hydro is currently not engaged in any industrial projects in Guatemala, they are indirectly represented through their subsidiary, Yara. In their annual report (2010) Hydro mentions their collaboration with STCN as part of their sponsorship and community investments. Further, when asked about the relationship between Hydro and STCN, my informant from Hydro answers;

> *"(…) regarding Save the Children (…) we, as a corporation, is only a donor"*.

Furthermore, in an interview posted on STCN website (RB2) Hydro sates that;

> *"Whether it concern our products, our research or the performance of our social responsibility, Hydro`s goal is the same: To contribute to create viable societies. The children are the future, and that is why we support Save the Children" – Director of communication Inge Sethov*

Figure 2: The figure below illustrates Hydro`s relationship with Save the Children Norway, Save the Children Guatemala and the country of Guatemala.
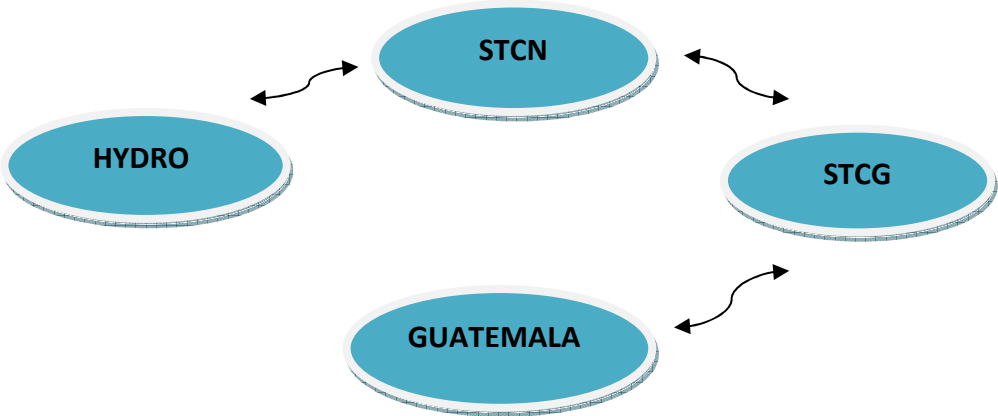
About their collaboration with Hydro, STCN says that Hydro has contributed to projects in among others Guatemala as part of fulfilling their vision of creating viable societies (RB2). Further, STC also states that they have knowledge and experience with businesses and that they know how to convert their social responsibility into practice (Ibid).

A part of being a knowledgeable, capable, free and independent agent, corporations have the capacity to intervene and make a difference (Aakvaag 2008; Bryant & Jary 2001). This could be done through a corporations` CSR strategy. When it comes to Hydro their strategy is classified into 8 main categories; Society, Local Community, Labor Practices, Human Rights, Anti-corruption, Business Relations, Environment and Sponsorships & Community Investments. Further Hydro also rationalizes their CSR activity;

> ”*We strive to act responsibly and with due consideration for the impact of our activities – because it is the right thing to do, because a viable society depends on it and because it reduces risk for Hydro*” (Hydro`s Annual Report 2010)

4.3.1 Appropriate behavior patterns

As Giddens (in Bryan & Jary 2001) explains structure, it consists of appropriate behavior patterns. It is necessary for the company to adapt to these patterns to establish a good relationship with the environments in which it operates. Firstly there is signification, which refers to the social rules that determine what gives meaning and governs communication processes (Giddens 1979). In Guatemala we have identified some of these social rules associated with the culture since a large part of the population is of Mayan descent. Another part of the culture, language, is also a major issue.

Hydro is represented in Guatemala through STCG. Regarding these cultural issues, especially language, STCG has adapted to this structure of signification. To meet this issue STCG has small regional offices in the different departments they are involved in. My informants in STCG explain;

> “*(…) people that work in these offices are from these places (…). So these people are part of this culture. They know how to work, they know the language and they know the culture (…)*”.

To know not only the official language, Spanish, but also the native language in the departments, the organization will get a better communication flow with the local people, thus having a better platform of communication.

Secondly, Giddens (in Bryant & Jary 2001) recognizes structures of domination. In Guatemala one of the major issues concerning the structure of domination is education. For STCG this is one of their main priorities. They are working closely with local mothers, they donate school materials and they have workshops with teachers to give them a better foundation for teaching children.

Connected to the lack of education, there is a problem of malnutrition in Guatemala. As one of the poorest departments, Chiquimula has often been in the crisis of famine (SNL). When visiting Chiquimula I learned that STCG is working there, not only with education for children, but also in educating families on health issues, particularly in relation to nutrition.

Thirdly, Giddens (Bryant & Jary 2001) speaks of structures of legitimation. Guatemala is a part of the UN, thus following their rules and norms. As STC is an organization build upon the Declaration of the Right of the Child they are working towards changing the system in such a way that the Right of the Child is promoted. This is their main priority. STCG are trying to change this structure by working with the people who have the power and influence. In one of my interviews with STCG my informants explained that in many schools in rural areas the teachers working there only knows Spanish. This is a problem since many of the children only speak their native language. Further they said that;

> *"(…) we are working with the Ministry of Education in order to get them to hire bilingual teachers in these schools".*

However, as seen above, it is STCG that is in contact with the structure and not Hydro. When asked about the projects STC are involved with in Guatemala, my informant in Hydro answers;

> *"Again, regarding Save the Children (…) we as a corporation is only a donor. We are not involved in their work whatsoever"*

When STCG are approached about their relationship to Hydro they comment the following:

> "*They say they work in a sustainable way, but I don't really know*" – Informant from STCG

These quotes highlight the distance Hydro has to the core recipients of their CSR activities. Further, it indicates a lack of trust and confidence in the motivation of the company.

4.3.2 Structuration Process

A strategy always has a motivation and an intention and since Hydro`s CSR strategy is implemented through a third party as in this case, the important question that arises is "what is the motivation behind such collaboration?"

The Hydro approach has much in common with the old model portrayed by Elkington (1998), where the NGO is receiving money as pure donations in return for using the NGO and its reputation for marketing purposes. And it would seem that the structure is either constraining or enabling in any way for the agent.

Further, by letting STCN put the CSR strategies into practice in this case, it is the brand "Save the Children" who gets the positive and/or negative publicity in the country they are working in and not the company collaborating with STC.

In the Hydro case one can argue that they are contributing to positive peace through their third party, thus, there is a structuration process as STCN has resources to build up stability and structure. Further STCN may have a longer term strategy than a company may allow themselves to have. However, there is little evidence for a mutual structuration process, where Hydro is influenced by the Guatemalan context. In this case, the returns that Hydro receives from Hydro`s CSR activity are in form of benevolence and good will from important stakeholders. Thus, its CSR activity is closer to a marketing tool and not contributing to any structuration of the company itself.

4.4 Model 2: CSR through direct involvement with the host community

Mayaniquel is a Guatemalan mining exploration company that is based in the departments of Izabal and Alta Verapaz, Guatemala, approximately 250 km from Guatemala City (MN1). Mayaniquel is a subsidiary of Anfield Nickel Corporation, which is a Canadian mining corporation based in Vancouver, BC (Ibid). Anfield Nickel acquired the Mayaniquel project in May 2009. Mayaniquel is working with the development of nickel laterite resources and

controls approximately 437 square kilometers of mineral exploration licenses in the nickel laterite district that surrounds Lake Izabal (ANF)[13].

In the world today the nickel output is about 1500 000 tons per year and the demand has in general increased since the 1950s with an average annual growth at a 4 % rate (MN5). The turnover in the metal industry shows an increase in 2010 where non-ferrous metals have increased the highest (SSB 2010). The sales growth in aluminum and nickel has played a major role. Both increased production and price increases due to a rise in demand from export markets is the reason for this (Ibid).

Primarily, nickel is sold for first use as refined metal or ferronickel. In the western world a majority of the nickel consumed is used to make stainless steel (MN5).

In the department of Alta Verapaz, nickel laterite deposit was first identified in the 1950s, but the exploration did not begin before the late 1960s. Various companies have conducted exploration in this area since that time (ANF).
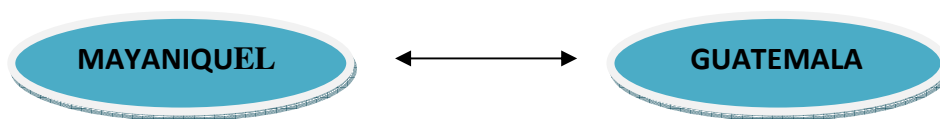

Figure 3: Showing Mayaniquel`s direct involvement with the structure (represented as Guatemala). Also showing that they affect each other.

Mayaniquel is directly involved in the execution of their CSR strategy. They work closely with their host community. The corporation is sending a message that their operations are greatly dependent on the local communities and the Guatemalan businesses, thus making it important to have a mutual and beneficial relationship (MN2). My informants in Mayaniquel explain how they get started with the community projects;

> *"(…) the community comes with a letter saying what we can help with and are in direct communication with us. We have a direct impact on them. That is the priority with the*

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[13] Laterites are soil types which are rich in iron and aluminum (MN5). These are formed in hot and wet tropical areas and nearly all laterites are rusty-red because of iron oxides (Ibid

projects. (…) before we make a project we go to the community and watch what they really need because sometimes they are asking for a road, but they really need a water project because they don't have that"

Furthermore, as a company Mayaniquel has set a goal to "(…) *build a world-class nickel exploration and development company that operates with broad-based community support in Guatemala"*. In addition to having this goal they have set a mission which rationalizes their CSR strategy, where they state that the company is *"(…) committed to the economically viable and sustainable development of nickel resources, through environmentally and socially responsible mineral exploration practices that respect the laws of the nation of Guatemala and the rights, interests, and cultural values of our host communities" (MN3).*

To reach this goal and mission the company has put together a strategy that includes a commitment to joint effort programs with the various communities with the aim to improve the quality of life through initiatives that focus mainly on infrastructure, health, community systems improvement, education, agricultural assistance and development of local micro-businesses. In addition to basic infrastructure projects, the company also does social projects (MN4).

4.4.1 Appropriate behavior patterns

Since Guatemala is a multilingual and multicultural society this could have an impact on how the corporation is working within this structural setting. The corporation is expected to follow the appropriate behavior patterns, and thus with doing so, gain support in their host community. These appropriate behavior patterns must correspond to the three dimensions of the structural pattern.

Culture is often defined by sociologies as designs for living. This includes values, beliefs, behavior, practices and material objects that are constituted in people's way of life (Macionis & Plummer 2005). It can be explained as a toolbox of solutions to everyday problems (Ibid). As well as being a guide to the future, culture is also the bridge to our past. As human beings we build reality of meaning and in doing so we transform elements of the world into symbols. Within a society, symbols are recognized by people who share the same culture by the particular meaning it carries (Ibid). The same symbol often has different meaning in different cultures, and as humans have the capacity to create and manipulate the symbols. As we are so

dependent on our cultures symbols they are often taken for granted, but it gets very clear in the moment we enter a new society how powerful symbols are (Ibid).

For Mayaniquel, who operates in the eastern part of Guatemala where approximately 95% of the population is of the Q`eqchi Maya culture, it has been both crucial and necessary to understand the symbols of this culture and further find a way to adapt to this. My informants in the company tell me that;

"The company respects the local culture a lot"

So what are the actions done to follow up this statement? I learned that for instance, Mayaniquel`s Public Affairs unit includes members from the Q`eqchi culture. As a rationalization for this, the corporation says that this is done in the hope of creating stronger bonds based on mutual trust and communication. In addition many of the employees that are working directly with the community also speak the Q`eqchi language. My informants in the company report that;

"Almost all of the team speak the native language (…) 14 people all speak the native language and Spanish"

Language can be said to be the key to the world of culture. It is a system of symbols that allow the members of a society to communicate with one another (Macionis & Plummer 2005). It is therefore important to know the language of the society in which the corporations enter. Everywhere language is the major means of cultural reproduction, the way that one generation passes culture to the next. It gives us the power to gain access to history and the past, thus giving us centuries of wisdom (Ibid). Throughout human history culture has been transmitted through speech and it was only 5000 years ago that humans invented writing. In many countries today there are still a large number of people who are functionally illiterate (Ibid). In this way, language skills are not only an important resource to understanding the past, but it also gives the opportunity to connect to others.

Guatemala is one of the countries that are struggling with a high number of illiterate people. This affects both the agents and the structure in various ways. For the agent, who not only has to follow the norms and rules of their host community, but also has international standards which they are obligated to obey, this has lead to concerns. When discussing this issue my informants in Mayaniquel states;

"90% of the people here (local community) don't read. This is difficult for us. (…) it is going to be an issue in the future because of the international standards. We have to only contract people who know

how to read and write because when you are having a real job, you have for example a big bulldozer, you can`t have people who doesn't read the signs. Because it is dangerous"

This is an example of how the structure is constraining for the corporation. Without the necessary education it would be impossible for the company to employ local workers, which they in their CSR strategy have put as one of their goals. The company has to react to this issue, not only to meet the needs of the communities, but to ensure that they will have employees with the right skills in the future. To meet this dilemma Mayaniquel has already begun donating to schools in the area and have also education and training programs as a post on their strategy. Mayaniquel states (MN2) that education is an essential part of their commitment to the communities. In the district of El Estor they built 8 new schools with 16 classrooms, where each of these receives 80 students daily. In addition to this the company has donated a variety of educational materials to the municipalities, calculated to benefit more than 2300 students.

Further, they have a plan for the future, and my informants tell me that;

> *"We are planning to give scholarships for children for them to go to school and study, and have some profession. (…) the project is going to start in some years and we have enough time for planning, for education for children and to develop schools. We are going to make this for adults too. Because there are a lot of illiterate people"*

Furthermore, Mayaniquel also conduct training courses in fuel handling, carpentry, electricity and computer training for around 60 students and teachers (Ibid).

The corporation also has some micro-business projects in the local community. To help women become more self-sufficient and raise their incomes, they have implemented chicken and micro-farming projects, as well as sewing courses. Since the chicken farm project started over 45 women from the community are now providing for their families and generating income (Ibid). As Mayaniquel helps women elevate their self-sufficiency and incomes, this may change the structural patterns by making it so that not only the men who support their families financially, and as my informants in STCG tell;

> *"In Guatemala we have a culture where men think they are more important than women"*

Gender inequality is found all over the world in different arenas. The UN Development Program has pointed out eight major areas where the position of women needs to be equalized. Two of these areas are employment and income, meaning that women need access

to fair distribution of paid and unpaid labor (Macionis & Plummer 2005). In all the eight areas women across the world tend to be in a less powerful position than men.

Thus, the projects with the local women such as micro farming projects and sewing courses, which are considered to be "women`s work", so it doesn`t compromise the structure of the society radically. However, following this logic further the agent is moving a detrimental structure towards having more positive qualities.

Moreover, religion has a major importance for the operation of society (Macionis & Plummer 2005). Although Guatemala has a majority of Catholics, the Maya tradition is still strong in the rural areas. From the ancient Mayan tradition the land has its own God and my informants in Mayaniquel tell the importance to treat this part of the culture with respect;

> *"We also go to ceremonies. Every time we come to an area to work, to drill, the community has a Maya God with his own native ceremony. It involves the Maya culture. And we make a ceremony every time asking for permission from the God of the land or area to give us work"*

This respect for the host community also shines through when asked about the environmental issues concerning the nickel exploration process. My informants explain that;

> *"We try to care about the water too. The company never touches the water that the community uses. We find some water source that nobody uses to do the job. And we don't use any chemicals to the drilling so the environmental issues equals zero".*

Another important issue relating to the environment is that of resources. The area is rich of nickel laterite, which the company needs for their exploration. In their Strategy, Mayaniquel states that the company is committed to minimizing the impact of the exploration activities on the environmental biodiversity and local water and forest resources (MN3).

> *"Well, the company is working with some devices to drill in the areas. And the environmental impact is very small. The other companies use big bulldozers and make big roads. Actually we don't. This is because of the devices we use to drill. We only have to make a little excess, a little hole. That's why we give so much work to the communities because we need so many persons more to manage the drilling machines".*

Furthermore, the company shows concern for the future of the area, also when they finish their projects and leave to start other projects. My informants in the company explain what steps are being taken to ensure that the environment is brought back, as much as possible, to the state it was in before they settled there;

> *"Actually when we finish, another crew from the community, well they have a supervisor from the company, they go and plant different plant, plants from the area. They plant there to imitate the path and the place where we put the machine. So when we go out it is no environmental footprints".*

Giddens (in Bryan & Jary 2001) has indentified signification, which refers to the social rules and norms that determine what constitutes meaning and governs communication processes (REF). The society uses norms and expectations to guide the behavior of its members (Macionis & Plummer 2005).

For Mayaniquel it has been important to build trust with the community leaders, local authorities, civil, religious and cultural leaders, as well as with social, education and health workers (MN2). This falls under the category of Community Support. My informants speak proudly of this and say that;

> *"They (the employees in Mayaniquel) not only do the job, they go to lunch with them (locals), they go to native ceremonies – they are in the night (the ceremonies), and they have to go there and meet people. They are involved with the people. That is important too (!)".*

The company also makes a point out of this on their website, where they state that their representatives:

> *"(…) has been proud to participate with local communities to celebrate cultural festivals as well as providing support for health, education and sport programs"* (MN2).

Mayaniquel also has a sports program. This program brings the community together, and is an arena where the whole community and the company can meet and engage in social activity and build stronger bonds. My informants in the company talk about the sports program, where they have also arranged tournaments and proudly shows the big trophy that is the grand prize;

> *"We have a social support for sport. We build soccer fields. We have tournaments and everybody in the community comes. The ladies bring food to sell"*

When it comes to what Giddens (in Bryant & Jary 2001) refers to as structures of resources, one major issue recognized in Guatemala is income and thus employment.

In regards to employment Guatemalan contractors have generated more than 600 positions in the company, aside from Mayaniquel`s technical and administrative teams. Most of the jobs will preferably be filled by members of the local communities.

"(…) they come and ask for jobs (…) they don't say that they want a school or a project, they receive this and say "okay, that is good for me, but I need the job!" But they never say that they don't want the projects, but it is just not so important as to receive a job".

As a consequence of the poverty, health issues have been recognized as a problem in the communities. To meet this problem, Mayaniquel has a post in their strategy where they commit to implement medical programs. In the area where the company operates there is a lack of basic healthcare or any quality medical services (MN2). This has shown to be of concern of the community and in response to a request from the communities, particularly mothers, Mayaniquel formulated a medical assurance program (Ibid). With this program Mayaniquel regularly brings trained medical doctors to the communities where they diagnose, treat, and when possible cure illness. During the 4 medical campaigns in 2011 over 3500 people were treated. Although Mayaniquel is the coordinator for this campaign, it was carried out together with Volunteer Voyages, an American NGO and the Ministry of Public Health (Ministerio de Salud Pública y Asistencia Social), who gave their full support and sent 18 nurses plus social assistants for the first campaign of 2011. About the medical program my informants from the company reports;

"(…)since we started the medical project 80% went (…). We are very happy with that, because we avoid maybe 60 babies dying because we are transporting the pregnant ladies to the health center. In the medical journeys we are giving information about how to take care of the babies too. This is because probably every family as about 8 kids and for one family that is a lot. (…) the women get pregnant at the age of 16. They start early having kids".

As a consequence of the medical campaign and advanced efforts to build a good relationship with the community, it also seems that the locals have begun view the company as a resource. My informants in Mayaniquel explain that every time there is a medical issue in the community they know about it because the community comes to them for help, and they say;

"When there is a health problem in the community they come here. They always come here for help because we have trained paramedics and we have the truck for transporting if necessary"

4.4.2 The Structuration process
In this case we see a structuration process where the agent conforms to the structure which it operates in. However the agent also influences the structure with new and innovative ways of behaving, in this case by promoting education, having courses in fuel handling, electricity and

computer training. The practices are sustainable in the respect that it creates possibilities for capacity-building and understanding within the population and builds up practices that may continue running without the company`s involvement. Further, there is a large evidence base that the company is influenced by and benefits from learning from the Guatemalan context. The good cooperation with the local communities eases also business activities for the company in that they have motivated workers, goodwill from the local governments and citizens and they gain access to local knowledge.

Table 2: Summary of analysis of the structuration process

	Guatemala	**Mayaniquel**	**Hydro**
Signification Interpretative scheme	What is meaningful in this context - Social rules - Communication – language -	Embedded and a understanding of reality in Guatemala`s contexts	Concerned about international stakeholders, rather than the local context.
Domination – Resources	What gives power and influence - Money - Estate - Language - Gender	Resources in the Guatemala context - Capabillity to act intentionally: - Authorativ (command over a person) - Allocative (command over material and resources)	Resources in the Guatemala context Financial resources through third party
Legitimation – Norms	Moral obligations, norms. - Maya culture - Language - Religion - UN - World Bank	How does the company respond - Rights and obligations expected of actors in interaction – codes of conduct	Legitimized through stakeholders rather than local context

Chapter 5: Conclusion

5.1 Summary and findings

In this thesis the relationship between corporations and their host communities through CSR programs has been the main focus. In the first chapter it was stated that companies have been contributing to conflicts such as human rights abuses and ecological damage, through their main focus on profit and increasing shareholder value. Many of the business operations and direct foreign investments worldwide take place in countries either in the midst of conflict or in post-conflict settings (Gupta et al. 2002). Further, it is said that MNCs are powerful social and economic agents, both in regards to the resources they control and by their mobility and capacity to shift resources to locations where they can be used most profitably (Roach 2005; Scherer, Palazzo and Baumann 2006). This also gives them the opportunity to choose under which legal system and regions they want to operate (Ibid).

However, it is also implied that CSR can be part of the solution to such problems through focusing on the "triple bottom line" – the totality of the corporation`s financial, social and environmental performance when conducting business (Elkington 1998).

To investigate whether CSR activities are useful for companies and how a positive relationship between companies and their surroundings can be established, the research question thus follows;

How can a company´s relationship to its social and economic environments be structured positively through CSR activity (strategy)?

To investigate this further and to give more robust theory grounded in varied empirical evidence (Eisenhardt and Graebner, 2007) a case study design was chosen. Thus, to be able to compare and contrast, and in that way have a richer empirical foundation for theory building, two cases were used making it a multiple case study. The cases chosen in this thesis are Hydro, an aluminum company, conducting part of their CSR strategy through a third party, the NGO STGN, and Mayaniquel who is conducting their CSR in a more direct way towards its host community. The empirical context of this study has been Guatemala.

The conceptual framework used to enlighten this research question is Anthony Giddens´ Structuration Theory. The essential logic behind Structuration Theory is that both agent and structure have a mutually dependent relationship toward each other (Aakvaag 2008).

Guatemala

Appropriate
behavior patterns

Structural patterns

Hydro &
Mayaniquel S.A
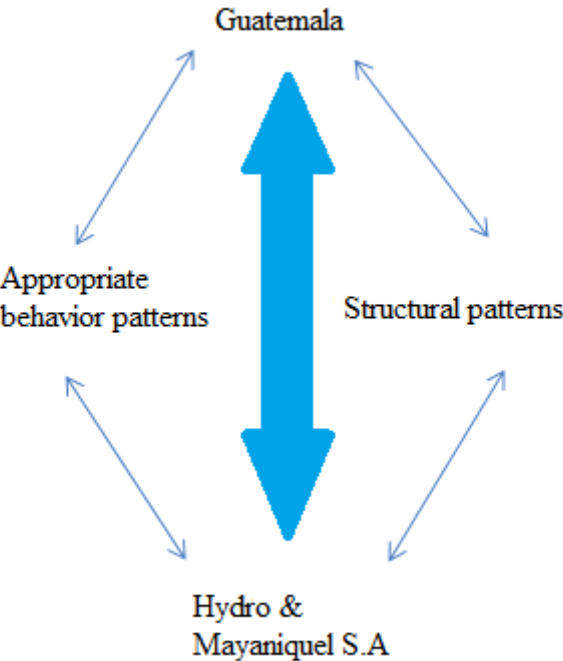
Figure 4: Figure drawing on Giddens` Structuration Theory, showing the structure as Guatemala and the companies, Hydro & Mayaniquel S.A., as agents. Also showing their mutually dependent relationship to each other.

Following this, businesses central motivation in the social structure is to become an ethically responsible and organizationally competent unit (Lou 2005). To do so they must constantly improve their practical consciousness of action. This will further drive up the reflexive monitoring of action that is needed to improve legal, ethical and financial reliability of the company (Ibid). When unacknowledged consequences are reduced through collective consciousness in a recursive way, corporations can better succeed in reducing risk effects, punishment effects and cost effects. In the social and ethical aspect of this, CSR can be one major manifestation of this consciousness (Ibid).

A company will need to positively respond to the host community´s social and economic needs if it wants to develop and maintain the interdependence and good relationship (Lou 2005). For example, to contribute resources to projects that are complementary to the needs of the local community can be an instrument for aiding a host country's economic development (Ibid). For Mayaniquel this attempt to respond to the host community´s need is for instance shown by their medical program. As a response to the needs for better health care from the local women, they started to bring in doctors and nurses to help the local society.

When we look at specific communities, they are a part of the social structure where, for example, rules and resources are instantiated and used in daily life (Lou 2005). As this research has shown companies needs to draw on the structure to improve their relationship with the community. In the context of Guatemala, this research has identified the Maya culture and religion as a major contributor to the social rules in the communities. Mayaniquel has thus taken part of religious festivals and has made it a tradition to ask the Mayan God for permission every time they establish themselves in a new area. Also, in this specific structure language has been identified to be of major importance as a resource. As Guatemala is a multilingual society with 24 indigenous languages being spoken in addition to the official language, Spanish, this has shown to be both enabling and constraining. In addition a large part of the society is illiterate. For Mayaniquel this has meant adapting in such a way that their employees working directly with the community have been learning the indigenous language spoken in the area. Further, they also have concerns for the future. Since the corporation is obliged to follow international standards, they need employees that can read and write. To meet this they have among others, donated school materials and started projects building schools in the area. Also they have started different courses such as computer training, teaching the local community skills that will be beneficial for future employees of the company.

Although it is important to note that corporations cannot influence every structural parameter, they are still powerful in influencing a host government´s policies and rules through politics (Lou 2005). In Guatemala where there is significant gender inequality they cannot fundamentally change this structural constraint, but they can react to it. As for Mayaniquel they have projects helping women increase their self-sufficiency through micro-farming projects, thus contributing to improving a detrimental structure towards having more positive qualities.

From this perspective it can be argued that organizations´ CSR activities can recursively shape stakeholder-related structural properties in a way that creates more congenial social and political climate that can further contribute to achieving greater economic returns, legitimacy and sustainability (Lou 2005).

Companies can also affect their social and public image in the local communities through CSR activities (Lou 2005). In the case of Mayaniquel, who is conducting their CSR in a more direct way towards their host community, it would seem that both the agent and the structure have a beneficial and mutually dependent relationship. They are well known in the community and as this research has shown the community uses the corporation as a resource with for instance to seek help when in need of medical care.

Further, Hydro was also chosen as a case in this research on the premise of their collaboration with STCN, who has shown to be a stabile and serious partner. However, the result of the investigation shows that Hydro is invisible in this agent – structure relationship. It seems that it is rather STCG that is operating as an agent within the structure described. Therefore it is STCG who has a public image in the communities and not Hydro. Thus there might be another structure that is important for Hydro. Ultimately, it will depend on the motivation from the agent´s side as to which model they will chose to use. Also, a corporation may involve a third party for one part of their strategy. This was shown by Hydro who has STC under one of their posts, and chose to be more directly involved concerning other posts. Furthermore the relationship between Hydro and STCN seems to follow the old trend, suggested by Elkington (1998), where the company receives commercial space in return for donating funding to the NGO.

When looking at these two different models of conducting CSR activities it would seem that a company´s relationship to its social and economic environments would be structured positively through a model where the company is involved in a more direct way with their host community.

However, for the local community it seems that positive development that may lead to building structures which facilitates positive peace is taking place, regardless of which model a company chooses to use. In the end, the essential question is what motivates a company to choose to go through a third party or involve themselves directly with their host community.

Given the lack of knowledge on benefits of CSR, this thesis can potentially contribute to theory building in this area, in such a way that it indicates a positive and beneficial relationship taking place when the corporation is conducting their CSR activities in a direct way. This is in relation to both the company and the community in which it operates.

5.1 Propositions for further testing

Based on the discussion of this thesis a suggestion for further testing will be proposed. As seen in this research the motivation for conducting one model of CSR over another is essential. Therefore it would be interesting to look closer at whether or not CSR as part of the core business activity is more or less effective. This could be beneficial information for the corporations when in the position of deciding what way they could contribute through CSR activities. Also, I will suggest that it, in extension to this research, it could be of interest to further look at what view corporations has on CSR with the suggestion of business versus reputation building, in regards to how a company´s relationship can be structured positively through CSR activity.

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Chapter 7: Appendixes

7.1   List of Tables and Figures

7.2 Map of Guatemala

7.3   Information Sheet

My name is Camilla Berntzen and I am a student at the Center for Peace Studies (CPS) at the University of Tromsø, Norway. I am writing a master thesis at the masters program for peace and conflict transformation. In regards to this I will write a paper about the concept of Corporate Social Responsibility (CSR).

The purpose of this study is to see how Corporate Social Responsibility works in practice. The study will try to establish in what way CSR contribute to positive social and economic externalities. To do this the researcher will look at the collaboration between the Norwegian aluminum corporation, Norsk Hydro and the non-governmental organization Save the Children, Norway. Donating money to the Norwegian Save the Children is a way for Norsk Hydro to fulfill their corporate social responsibility. With the founding that Norsk Hydro has donated to Save the Children Norway, they have been contributing to, among other things, building schools for children in Guatemala.

This project will focus on in what way the CSR measures done by Norsk Hydro have had any positive spill-over effects on both the social and economic platform in a developing economy. The study will end during the autumn of 2012, and all of the collected material will be destroyed after the project is finished.

This project is supervised by Elin Merethe Oftedal (elin.m.oftedal@uit.no) associate Professor in Entrepreneurship, Leadership and Innovation and the University of Tromsø.

I will use audio taped interviews in this study. These audiotapes will only be used for this research and will not be available for any other that the researcher. Personal information that is being collected will not be recognizable in the publication. The material will be anonyms and cannot be traced back to the informants. The participation in this study is on a voluntary basis, and will not have any effect on the informants' relationship with any of the projects or corporations that are being investigated in this study. The informants have the right to withdraw from this research and ask questions at any given time without there being any penalty. This project is not designed to help the informants personally, but the researcher hopes to learn more about the process of Corporate Social Responsibility.

If there are any questions about the study or if the informants wants to withdraw their material from this study, please contact;

Camilla Kristine Berntzen (cbe000@post.uit.no)
Center for Peace Studies
University of Tromsø
N-9037 Tromsø
Norway

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7.4   Consent form, English

I hereby confirm reading and getting oral information about this project concerning Corporate Social Responsibility. I have received and read the information sheet about this project, and I assent to participate in this study.

Signature of participant:

Date:

7.5 Consent form, Spanish

Entiendo que:

El propósito de este estudio es para evaluar como la Corporación Responsabilidad Social trabaja en la practica. Para darle seguimiento a este estudio el investigador hará entrevistas que serán audio grabadas.

Esta entrevista puede ser usada como parte de la investigación. Entiendo que la entrevista será utilizada en propósito de esta investigación solamente, y solo el investigador escuchara esta audio grabación. El material recolectado será tratado como anónimo y no podrá ser devuelto al participante.

Entiendo que tengo el derecho de manifestarle al intrevistador que no deseo que utilice esta grabación en cualquier momento.

Entiendo que la investigación no esta diseñada para ayudarme personalmente, sino que el investigador desea aprender mas sobre el proceso de la Corporación Responsabilidad Social.

Entiendo que tengo la libertad de hacer preguntas o de retirarme de la participación en cualquier momento sin consecuencia alguna.

Camilla Berntzen
cbe000@post.uit.no

Center for Peace Studies
University of Tromsø
N-9037 Tromsø
Norway

Firma del participante: **Fecha:**

7.6 Interview guide/ Themes (semi-structured interview)

Phase 1: Informal talk (5 min)

Informal talk to get to know the informants and let them feel comfortable.

Information (5 min.)

2.1 Corporate Social Responsibility (CSR): a way for corporations to "give back" to the society. With this study I hope to see how CSR works in practice, if it has any positive spill-over effects and if corporations can be a part of changing the structure in a society and vice versa.

2.2 This interview will be a part of my study on CSR. The interview will be anonyms and cannot be traced back to the informants. It is only me (the researcher) that has access to the audio tapes of this interview and it will only be used for this study. You, as an informant, have the right to ask questions and/or withdraw from this interview at any given time.

Are everything clear or do you (the informant) have any questions before we start?

Phase 2: Experiences

Transitional questions:

For employees at Save the Children, Guatemala and Norway

- What is your position in STC and what does that entail?
- Do you have any experience with CSR?

For locals in Guatemala

- What are your experiences with Save the Children?

For the employees in Mayaniquel

- What are your position in the company?
- In what way do you work with CSR issues?

Phase 3: Focusing

For the local informants in Guatemala:

- What are your (the informants) impression of the school projects that are done by Save the Children?
- Have there been any noticeable changes in the community after the schools was build?
- Have the schools had any positive spill-over effects in your community?

(in interviews look for any underlying attitudes towards the Save the Children school projects)

For employees in Save the Children:

- What are your (the informants) impression of the school projects?
- How do the school projects work in practice?
- Have the schools had any positive spill-over effects in the community?
- There are many contributors behind these school projects, what are your (the informants) impression of their interest in these projects beside donating money?
- How are your social projects evaluated?
- How do you select the communities you establish projects in?
- Do you work with the government and how?
- What kind of laws do you have to follow?
- What are the largest problems you see in the society?
- How are the resources distributed in the society?

For employees in Mayaniquel:

- What kind of social projects do you do?
- Do you have any partners concerning social projects?
- How are these social projects evaluated?
- Can you see any change in the communities where you have established social programs?
- What is the biggest problem in the local communities where you work?
- How are the contact between you and the local community?
- What is accepted behavior in the contact with the community?
- What kind of environmental issues do you have?
- Do you see any health problems in the community?

Phase 4: Looking back at the interview

Summary of the interview

- Have I understood what you (the informant) wanted to share?
- Do you (the informant) have anything to add to this?

Spørsmål til Norsk Hydro:

Innledende spørsmål:

1. Hva er deres holdninger til CSR?
2. Hva er deres tilknytning til Redd Barna?

Fokusering:

3. I hvor stor grad blir prosjektene knyttet til CSR (donasjon av penger til organisasjoner som Redd Barna) fulgt opp av bedriften?

4. I hvilken grad er bedriftens CSR-stratergi synlig?
5. Hvordan fungerer CSR-stratergien til bedriften i praksis?
6. Hvordan er deres forhold til samfunn dere etablerer dere i?
7. Hvilke lover, regler og normer forholder må dere forholde dere til?
8. Prosjektet "Lønnsgiv"
    4.1 Hvordan passer prosjektet "Lønnsgiv" inn i bedriftens CSR-stratergi?
    4.2 I hvor stor grad får medarbeiderne informasjon om hva donasjonene deres går til?

(Symbolske bidrag eller faktiske handlinger?)

9. Hvordan blir deres sosiale prosjekter evaluert?

Oppsummering av intervjuet:

10. Har jeg forstått det du ville formidle riktig?
11. Er det noe du vil tilføye til dette?