ISCTE ◈ Business School
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INTEGRITY IN BUSINESS: IS IT OPTIONAL OR NECESSARY FOR NGOs

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Abstrato

A globalização criou dificuldades e sucesso para organizações e corporações. A governação económica internacional está em crise, uma vez que as propostas de reforma são divisórias. O aumento das ONGs deve-se ao fato de as multinacionais entrarem em mercados externos para oportunidades de negócios adicionais, que ultrapassaram a regulamentação de agências governamentais internacionais ou de poderes regulatórios estaduais adequados. A mudança no equilíbrio de poder entre as ONGs e as multinacionais é fortemente contestada, mas considera-se que as ONGs determinam mais poder das pessoas enquanto conduzem negócios na vontade do povo, em vez de realizarem negócios para obter lucros sem se preocuparem com as necessidades da sociedade.

As corporações multinacionais se adaptaram às diferenças culturais, sociais e ambientais em cada país em que operam. O poder das corporações é profundo, pois controlam o emergente investimento internacional nos países em desenvolvimento. Isto trouxe consigo os seus desafios, especialmente pondo em causa a integridade e as práticas éticas das organizações que operam através das fronteiras. Agora que estas organizações estão sendo examinadas mais profundamente devido a seus procedimentos do CSR devem encontrar uma maneira criar o valor com seus produtos ou serviços.

Este trabalho de investigação irá analisar a literatura em torno da integridade das empresas, organizações não-governamentais e corporações multinacionais, a fim de descobrir se as ONGs podem coletivamente formar parcerias com as multinacionais sem sacrificar seus valores de integridade para o outro. Haverá também uma análise de Criação de Valor Partilhado para ajudar a resolver problemas societais por ter multinacionais, organizações não-governamentais e organizações internacionais trabalhar coerentemente juntos usando suas forças individuais para alcançar o crescimento econômico.

Palavras-chave: Criação de Valor Partilhado, Organizações Não-Governamentais, Integridade, Empresas Multinacionais

Sistema de classificação JEL: O19, P30

Abstract

Globalisation has created difficulties and success for organisations and corporations alike. International economic governance is in a crisis as proposals for reform are divisive. The rise in NGOs is due to MNCs entering foreign markets for further business opportunities which has outpaced regulation from international government agencies or suitable state regulatory powers. The changing balance of power between NGOs and MNCs is heavily contested, however it is deemed that NGOs ascertain more people power as they conduct business in the will of the people rather than conducting business to make a profit without caring about societal needs.

Multinational Corporations have adapted to the cultural, social and environmental differences in each country that they operate. The power of corporations runs deep to as they control the emerging international investment in developing countries. This has brought with it its challenges, especially calling into question the integrity and ethical practices of organisations operating across borders. Now that these organisations are being scrutinised more deeply due to their CSR procedures they must find a way to create value with their products or services.

This research paper will analyse the literature surrounding business integrity, non-governmental organizations and multinational corporations with a view to finding out if NGOs can collectively form partnerships with MNCs without sacrificing their integrity values for the other. There will also be an analysis of Creating Shared Value to help solve societal problems by having multinationals, non-governmental organisations and international organisations work coherently together using their individual strengths to achieve economic growth.

For Mum, Dad & Akil – without your constant support this would never have been possible

For Tee – thank you for pushing me through the late nights

For Baby Al-Qahtani - my inspiration

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Contents

List of Figures

List of Tables

Abbreviations

CBO	Community Based Organizations
CDS	Critical Development Studies
CI	Collective Impact
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
EU	European Union
FGM	Female Genital Mutilation
GAP	Global Accounting Project
GRI	Global Reporting Initiative
IMF	International Monetary Fund
INGO	International Non-Governmental Organization
IO	International Organization
MDG	Millennium Development Goals
MNC	Multinational Corporations
NFP	Not-for Profit Organizations
NGO	Non-Governmental Organizations
PETA	People for the Ethical Treatment of Animals
SDG	Sustainable Development Goals
TCA	Theory of Communicative Action
UK	United Kingdom
UN	United Nations
USA	United States of America
WB	World Bank
WTO	World Trade Organization
WWF	World Wildlife Fund

Chapter 1
Introduction
The Purpose
This research paper is an attempt to focus on and describe the differences that are experienced in businesses and how integrity and corporate social responsibility have become an integral part of business practices. The paper focuses on Non-Governmental Organisations (NGOs) and the challenges that they face regarding adopting integrity practices in business to continue to do the right thing or choosing to forge corporate partnerships with organisations that do not necessarily represent the best global interests. It will utilise the creating shared value theory of CSR to best describe how and why these partnerships have come to form over the years.

The changing balance of power between non-governmental organisations and multinational organisations over the last few years is one that has brought with it new challenges for both entities respectively. International economic governance is in a crisis as proposals for reform are divisive and the lack of corporate interest is strong. The rise in non-governmental organisations or not-for profit organisations as they are sometimes known is due to multinational corporations entering foreign markets for further business opportunities which has outpaced regulation from international government agencies or suitable state regulatory powers. Multinational corporations have long been able to exploit gaps in governance, something non-governmental organisations have tried to bring awareness off over the years.

Globalisation has worked in favour of multinational corporations however many feel that it has disseminated national cultures and societal needs in favour of an overall sub-standard westernised culture and exemplary profit margins. This is something that is heavily debated among academics, and yet business leaders feel that being able to incorporate different corporate social responsibility acronyms into their organisations will give them more of a global edge over competitors. This research aims to draw on the Creating Shared Value approach of corporate social responsibility (CSR) and the notion that although corporations are social actors with an economic purpose they are also moderated and constrained by the values that the society in which they operate holds true.

NGOs range greatly in size and structure with regards to their purpose in global development, however they all have an aim of being "comprehensive service delivery vehicles able to shore up, even substitute for, the efforts of public agencies to meet societal needs." (Srinivas, 2009) The recent growth spurt in the number of NGOs has also spurred further cutbacks to the

government funding available which has forced NGOs to forge partnerships with multinational corporations (MNCs) who may not be as willing to cooperate from a pure ethical perspective. The changing balance of power between NGOs and MNCs is heavily contested, however it is deemed that NGOs ascertain more people power as they conduct business in the will of the people rather than conducting business to make a profit without caring about societal needs.

This paper will begin with a discussion of the role of NGOs and the position they have with regards to CSR within MNCs. There will be a look at what integrity in business means and the creating shared value approach to CSR. The paper will also look at the differences between challenges that NGOs face and how best to alleviate these without compromising ethical values. There will be a focus on what, if any, values non-governmental organisations must give up in order to adopt the Creating Shared Value approach and work collaboratively with multinational corporations and governmental agencies.

The Context

Previous studies into the effectiveness of corporate social responsibility practices led to the creation of various models trying to incorporate societal needs into effective business methods. Previous researchers such as Hart, Prahalad, Elkington, Savitz, Weber, Schwerin and Mackay have all studied and made vital contributions to corporate social responsibility with regards to the perceived role of the corporation in society and how both not-for profit organisations and multinational corporations need to blend the "social, environmental and economic value created". (Crane, et al., 2014) These studies have all found various logical reasoning however they can overall be described as environmental ways to reduce costs by improving products and services.

The research into integrity and ethical business practices in NGOs and MNCs brought with it some interesting contrasts and similarities. NGOs were seen to be created with a view of holding MNCs accountable for their lack of integrity and ethical practices, however previous studies have shown that many NGOs themselves do not follow the same standards of accountability that they demand. (Dhanani & Connolly, 2015) All previous studies agree that globally ethical organisations will be more successful in maintaining employee retention, a strong reputation and increased customer levels. It is apparent in previous research that levels of accountability and transparency differ greatly across borders, which is something that organisations that have a strong integrity foundation must rise above through acknowledging a code of conduct.

The Region

The location of the organisations that will be researched will be in the United Kingdom and United States of America. Both countries have tremendous influential power and pull in terms of integrity and different CSR practices amongst businesses but they also receive heavy criticism as they are two of the most influential countries in the world operating on a multinational level but utilising businesses in host countries that conduct unethical business practices.

Globalisation has encouraged countries to become more similar with their ways of doing things, it has placed a heavier emphasis on critiquing a country based solely off what another country business practices may be. For MNCs globalisation "is creating more universal standards of business conduct, and these are becoming more rigorous." (Olaru & Gurgu, 2009) Social media has stressed the importance of transparency within businesses as it has opened the door for citizens to share, worldwide and in less than 140 characters their opinion about the way a company does things. One person's disbelief can be shared over 20 thousand times, gaining support and solidarity across the globe, this leads to almost immediate protests and calls for boycotts; simply because that organisation has chosen to not do the right thing.

The Organisations

The research will be focused on a small non-governmental organisation based in Nottingham, UK. Mojatu Foundation, an NGO based in the UK focused on development activities in Mainland Africa, predominately Kenya. The organisation is 2 years old but already has formed many different partnerships with small and large companies based in the UK and around Africa. These partnerships were formed as means of gaining funding for the different projects that the company are working on, however like many NGOs accepting funding from corporations comes with the risk of jeopardising integrity and ethical boundaries.

The partnerships that Mojatu Foundation have formed are with local universities, healthcare providers, politicians, employers both in the UK and in Kenya and other non-governmental organisations. These different organisations can provide Mojatu with the necessary guidance and support to help them achieve their overall goal of providing surviving women and girls of FGM practices with sustenance, education, training and counselling. As the scope of the work Mojatu does is drawn from personal experience, potential partners are able to hear and feel the reasons why protecting, educating and lobbying is so important for them.

The research will also look at two larger NGOs, one originating from Switzerland and the other from the USA. The World Wildlife Fund (WWF) is focused on protecting the future of nature

globally. WWF is the largest multinational conservation organisation in the world, working in 100 countries and being supported by 5 million members across the world. The organisation works well by combining its global reach with a foundation in science and ensures the delivery of innovative solutions that meet the needs of both people and nature.

Mercy Corps is an NGO dedicated to the successful collaboration of public-private partnerships. The organisation prides itself as being innovative with everything they do by utilising a global team of 4,000 members who know and understand the local markets whilst also financing small sustainable social enterprises. The organisation has partnerships with many different government and corporate partners who are helping them to achieve their goal of breaking "through cycles of poverty and deliver social benefit to millions of people in the developing world." (Mercy Corps, 2016)

The aim of the research will be to identify if Creating Shared Value is having an impact the integrity in non-governmental organisations and if their integrity values is something that they must continue to sacrifice with this new integrated method of corporate social responsibility.

Chapter 2
Research Context
Introduction

To be able to contextualise this research and allow the reader to judge the extent to which the research findings transfer to their own situation, it has been deemed necessary to position the research within the context of developments in corporate social responsibility that have brought the partnerships between NGOs and MNCs to the forefront of social agenda and highlight the specific features of integrity in the small Non-Governmental organisation in which I have working knowledge of. By doing this the research will provide a more sound and coherent analysis into integrity in NGOs when partnered with multinational corporations and universities.

NGO

The NGO that I work for is one that would fall under the charity sector. Its aims and goals are to transforming the lives of individuals, businesses and communities through media, training and health initiatives thus empowering and raising their aspirations. Mojatu target disadvantaged communities especially women and girls, tackling Female Genital Mutilation, supporting people with mental health issues, within multi-lingual and multi-cultural settings hence offering culturally sensitive and focused solutions. This is achieved by utilising the services of local partnerships with NHS hospitals, refugee centres, local authorities and colleges. By offering community initiatives and programmes to help and support or referring them to specialists who can provide extensible guidance, Mojatu Foundation is an NGO that day-by-day attains its mission.

The LITMED College project that I am particularly involved in based in Kenya aims to be a regional medical institution specializing in provision of quality health care services and training of middle-level personnel in Kenya. This will be achieved by offering effective and quality competence-based training and continuous education to various middle-level health trainees and related professionals. The organisation operates with a small team of 8 with 4 Kenyan members dealing with implementing the operations on the ground and 4 Nottingham based members whose main priority it is to source supplies and maintain partnerships for future collaboration.

Partnerships

The basis of the partnerships for LITMED college and Mojatu Foundation are strategically chosen based on providing educational and employment value with an aim to provide for three main things:

1. Training and education to students and young people who have otherwise been excluded from the higher educational system;

2. A safe haven for girls and women who have endured the procedures of FGM which is still a regular practice in Kenya;

3. Employment and internship opportunities for students studying healthcare courses at Mojatu Foundation's partner institutions;

The partnerships that Mojatu Foundation and LITMED College have are with local employers, council and universities. Their biggest educational partnership with regards to operations in Kenya is with the University of Nottingham, a multinational corporation specialising in medical based research and education. The dynamic between Mojatu and its university partnerships is one that allows a capitalisation on funding, resources and global influence. Other partnerships exist with organisations such as the Eco-Centre Community Farm with keen interests in promoting operations in Kenya to teach locals community farming practices. By teaching these farming techniques communities will be able to provide sustainable food for themselves as well as sell the food to others to earn an income.

These partnerships differ in terms of the value that they provide for the NGO and the value that they receive from being engaged in such a partnership deal. Non-governmental organisations enter the global market of corporations and government agencies usually either for a donation or a confrontation. However, the value that they each possess can be enhanced if multinational corporations take account of the other advantages of partnering with non-governmental organisations, such as the social capital (Choi, et al., 2005) and established associations of non-governmental organisations that they would reap to benefit from. By understanding the partnerships between non-governmental organisations and multinational corporations there needs to be an element of account for two key areas of economics: market versus social, cultural and institutional criteria. At the same time, understanding that the linkage for both institutions and markets leads to a much greater element of responsibility for non-governmental organisations which tethers on the vulnerability many non-governmental organisations already share due to not possessing the man power, knowledge and resources.

My Role

As a Project Lead I am responsible for organising and implementing a business strategy for opening a mid-level college in central Kenya. With this role comes the responsibility of liaising with local and Kenyan based team members to ensure that all parties are aware of and know what needs to be done. The role is on that requires attention to ensuring all core values are consistently maintained by the organisation regardless of the type of external partnerships made. There is an element of managing and streamlining business processes to ensure that the organisation and the partners are all able to cohesively work in alignment with one another to serve communities, FGM survivors and Kenyan students.

With the role comes the responsibility of supervising a work experience student from one of the partner institutions, this is an agreement that the NGO and university have in place to enable further support and development on both ends. To develop these partnerships to fruition it is a necessary part of the business to develop the brand and identify strong partnership networks both in the UK and abroad. For these partnerships to create value for all parties involved it is essential to relate personal beliefs and values with the societal ones of the organisations.

Previous Studies

Prior to the Creating Shared Value approach to CSR there have been other models of CSR that are similar in approach. The most notable being Jed Emerson's Blended Value concept. This concept is one that is most similar in views to the CSV model as they both focus on MNCs working in harmony with NGOs and other IO's to achieve societies needs effectively. The difference to this model is that CSV does not aim to blend the organisations together, but rather utilise the skills of the different organisations to form a collective impact effort. Jed Emerson created the Blended Value approach in 2000 and has adapted the understandings of the method over the years.

Non-governmental organisations and multinational corporations can harmoniously create economic worth whilst impacting society and the environment. The blended value framework is understood to maximise the true performance potential of all organisations involved. (Emerson, 2016) The blended value map in Figure 1 identifies inefficiencies in capital as well as the lack of financial instruments available to non-governmental organisations.

Figure 1 – Blended Value Map
Overview of the Blended Value Map
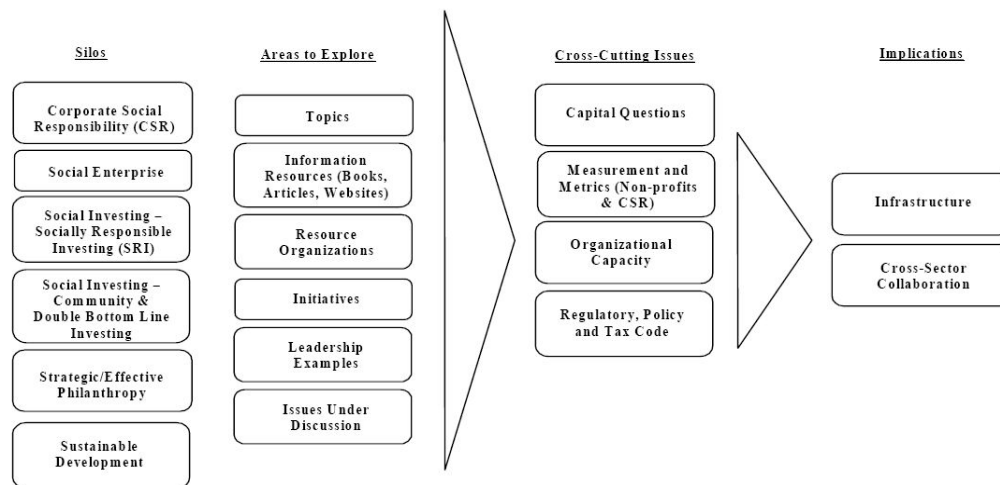
(Emerson, 2003)

The stakeholder model of corporate social responsibility gained its conception in the 1980s by offering "a new way to organize thinking about organizational responsibilities." (Jamali, 2008) This model advises that the needs of all shareholders to be met only when the needs of the stakeholders have been satisfied, moving beyond simply maximising profits for the business. As all stakeholders including the community are inevitably affected by the business, this approach to CSR is one that acknowledges the different responsibilities imposed upon them. Freeman (2010, pp. 52-55) argues that managers who respond to the concerns of stakeholders make their firms more powerful and resilient to attack" from the outside. Some theorists argue that corporations should act out of a sense of duty to uphold any agreements made that could affect the rights of their major stakeholders.

The stakeholder model is not a model that can be adapted by corporations to yield strong performance and greater profitability. Johnson & Johnson practice the stakeholder model and have maintained a stronghold on profits however the same cannot be said for all corporations. This model unlike CSV does not provide many corporations with the possibility to advance in profits long-term and be socially responsible by providing for society which is why this model is not one that although viable would not have been the best solution in this research.

Strategic CSR is integrating the business strategy with objectives fundamental to creating value both for the business and for society and the environment on a day-to-day basis. It is aligning the business culture around the core objectives and competencies. McElhaney (2007) focuses on the good practices that corporations must have to develop their strategic CSR and highlights 6 of these. CSR should be authentically encouraged by senior members of the organisation,

showing their public commitment to engaging the business with social or environmental issues. These senior leaders should treat CSR as a core business function to ensure that it is something being addressed at every level of the business. There must also be defined business objectives aligning strategic CSR with core business competencies. It should be viewed by the business as "a risk mitigation strategy and an opportunity-seeking strategy". (McElhaney, 2007) By creating partnerships with NGOs, corporations can target specific causes and help develop solutions to these issues with the added level of trust that NGOs tend to receive globally.

Strategic CSR is one theory that could have been used had the research been taken from the sole perspective of the corporation. However, as the research is focused on the continued integrity of the NGO despite the partnerships with corporations, this model is not one that would have explained the cohesion in adequate detail.

A final CSR theory that could have been used for this research was Hart's Capitalism at the Crossroads. This theory is like Creating Shared Value and some would argue that CSV is just a later adaptation of this model. This early acknowledgement that corporations are entities that can reach consumers on a global level with the use of technology, capacity and resources. By addressing current global situations, corporations can provide for a sustainable global economy with tradition, environment and money at the forefront. Corporations must take on roles to create shareholder value as well as challenge economic, social, and environmental issues that could potentially affect the success of the firm.

This model highlights that "there need not be a trade-off between stakeholder satisfaction and value creation." (Hart, 2010) The theory identifies ways in which companies can generate further profits and growth simply by providing solutions to social and environmental issues for those at the bottom of the world pyramid. Creating jobs and increasing earning potential in poorer societies will provide corporations with successful opportunities, however they must adequately align their business models to incorporate this potential. This model would have been a viable one to use for the research, however, it has many different elements that do not consider the integrity and ethics of NGOs.

Chapter 3
Conceptual Framework

The process of developing a conceptual framework for the research will employ a theory that is relatively new to corporate social responsibility however has previously shown great promise in concluding the links between corporations and non-governmental organisations. The Shared Value Theory was one introduced by Michael Porter and Mark Kramer to address the recent growth in partnerships between multinational corporations and NGOs. Michael Porter in the Harvard Business Review wrote that the shared value theory is one that could generate "economic value in a way that also produces value for society by addressing its challenges. A shared value approach reconnects company success with social progress." (Porter & Kramer, 2011)

Figure 2- Framework
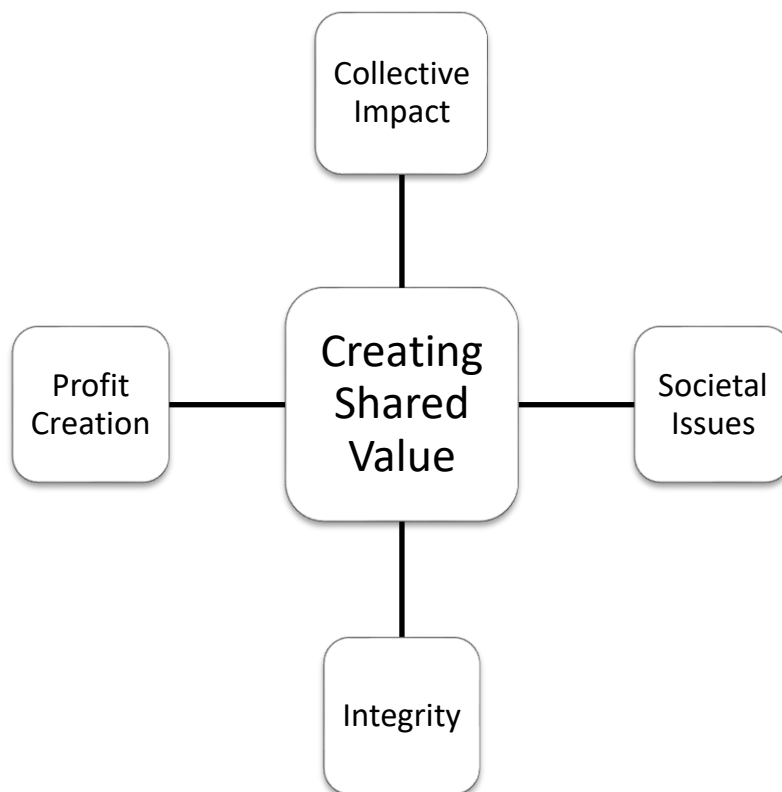
This theory is one that acknowledges both NGOs and MNCs equally as facing an uphill battle through re-engaging with societal needs as, in recent years, they are being scrutinised and criticised in the mainstream media as being the "major cause of social, environmental, and economic problems." (Porter & Kramer, 2011) Value creation taken seriously by management is something that could reshape the capitalist society that we live in now and the relationship this has with communities. The theory is one that is still in its early stages however it will

continue to prevail relevance in a society that demands "transparency and accountability". (Moore, 2014)

The stakeholder model of corporate social responsibility views the corporation "as agents representing the interests of the constituencies." (Donaldson, 1989) Ed Freeman, is the stakeholder theory's leading advocate and highlighted that the key principle here being that "creating value for stakeholders creates value for shareholders." (Crane, et al., 2014) It is a theory that could have been useful for this research however it does not address the fundamental issue that CSV does, which is encouraging businesses to "participate in multisector coalitions" (Kramer & Pfitzer, 2016) to achieve these goals. Strategic CSR is another approach that could have been taken as it focuses on business ethics, although it would not be the best fit for the research topic as the literature proposes that "CSR is strategic when it yields substantial business-related benefits to the firm, in particular by supporting core business activities." (Crane, et al., 2014) These core business activities however do not involve or acknowledge societal needs and enforcing a suppression on unaccountability of actions by working with other organisations.

According to Paramand (2013) Creating Shared Value has a close resemblance to Emerson's "Blended Value" concept in which non-profit organisations seek "to create economic worth and for-profit organizations social and environmental impacts." (Emerson, 2016) For the research this framework would have been a good one to use, however it requires balancing the environmental, social, and economic value that has been created and not actually solving societies problems through use of a common agenda as CSV does. CSV is the conceptual framework that was chosen to base this research topic off as it can also be used to address reasons on integrity in business, or lack thereof and mutually reinforcing activities for each stakeholder to be able to effectively use the skills they have for the best collective outcome.

Research Objectives

To be able to assess the possible factors as to whether integrity in business is necessary or optional and the challenges that NGOs face to addressing ethical concerns the researcher developed two research objectives.

The following research objectives will be addressed during the study:

> - **Does CSV affect the integrity of NGOs?**
> - **Is the collective impact between NGOs and MNCs meeting CSV requirements?**

The first question is one that focuses on integrity within NGOs and just how much scrutiny they are under. It is a question that is developed from the notion that NGOs are organisations that are transparent by nature. There are some NGOs that do not necessarily adhere the ethical standards deemed appropriate by many and this is something that will be touched upon further on in the research. As previously mentioned earlier on in the research non-governmental organisations hold government organisations and multinational corporations which is something that is reflected amongst the changing balance of power between NGOs and MNCs.

With the formation of this question the researcher will be able to establish whether NGOs necessarily warrant the amount of criticism that they receive given that they are fighting for a wide range of issues for society and communities who tend to be forgotten by international government organisations. This first objective will provide the researcher with the potential reasons, if there are any, as to why NGOs are now facing more direct scrutiny and what impact this is having on their overall effectiveness. It will also look at how integrity policies are formed within NGOs and whether they follow the specific codes of conduct major IOs outline for them. This will enable the researcher to identify whether ethical codes of conduct are viable in helping an organisation to truly act with integrity in a global market.

This second question has been posed to find out whether multi-national corporations have the best intentions when funding and working with NGOs. It is thought that many multinational corporations must ensure that their internal policies fit in with the needs of the changing external environment as well as the overall strategy of the organisation. (Daft and Marcic, 2011) This being said, multinational corporations are often accused of funding NGOs so that they can reach their CSR goals, however they do this by imposing restrictions on the NGO that could question its integrity boundaries. The collective impact between NGOs and MNCs is encouraging for potential growth in each sector as well as reputation boosting. The organisations that are heavily involved in these partnerships either have their own agenda as to what they wish to gain from it, NGOs predominately rely on the corporations for funding purposes whilst MNCs are involved for self-image promotion.

With the rise of globalisation encouraging corporations over the years to expand and become more diversely aware it could be said that a part of this process for multinationals and non-governmental organisations is to team up to gain traction when operating in different countries. The changing roles and responsibilities of NGOs is putting more pressure on them to create partnerships and strategic alliances with multinational corporations as well as government

agencies. Case studies regarding NGOs and MNCs Creating Shared Value by working together will be assessed to determine if it is a major factor for boosting the impact of integrity practices, accountability and value creation.

These objectives will be fundamental in helping the researcher to establish the impacts that CSV has on NGOs, MNCs and society and determine whether they are primarily encouraging factors or not. They will allow the researcher to compare the corporations value to that of a NGO and develop the underlying beliefs and assumptions surrounding the notion that creating an ecosystem of shared value is beneficial to society, the corporation and the NGO for the least amount of cost.

Chapter 4
Critical Literature Review
Introduction

The framework surrounding prior literature into this area is focused upon the importance of integrity and ethics in business and how businesses should strive to reach the goals they set for themselves. All businesses today are a global phenomenon whether they are multinational corporations operating across borders or small local businesses who utilise national trade and the power of the internet. There is no real single market for corporations to do business in as there are constantly adapting to the confines of the next country that they move to.

Within this review of the literature, the author aims to concentrate on the areas of business integrity that have been impacted upon because of globalisation primarily looking at integrity and ethics and how NGOs face a deeper level of scrutiny as well as looking at multinational corporations and their CSR interests. It can be argued that the best multinational corporations "should behave with integrity abroad as well as at home", (De George, 1993) however this is something that requires for both environments to be the same and usually this is not the case, especially for NGOs who mainly operate in areas that are susceptible to corruption at varying levels.

Non-Governmental Organisations that operate internationally also should cross borders to serve the community they are helping, for labour and resources. Throughout investigating this subject, the author has found that the written work largely focuses on the ethical aspects of non-governmental organisations and the CSR approaches of multinational corporations in partnership with them. It will also look at how organisations need to show awareness to the fact social media has the power to damage an organisations credibility. There is also a further assessment of the Creating Shared Value approach to CSR and what this means for the ethical relationship between NGOs and corporations. The rise of CSR has increased the demand for more NGO-corporation partnerships as a way of establishing solid credentials.

Questions of integrity have arisen in business due to corporate intentions being exposed with a vast difference between the actions they claim they have done and what they have really done. There has been a rise in the demand for organisations and corporations to act with integrity, essentially acting in truth like they say they will. Integrity may be deemed optional for many multinational corporations as they have the sufficient power and control to decide on stripping back their social responsibilities, however, for non-governmental organisations integrity is what they lead with, it is what is at the core of the business as the whole business model is

organised around doing the right thing for the people. This is not something that can be nor should be compromised and therefore this is something that can only be deemed necessary. Integrity in corporations is often questioned due to the rise in ethical conflicts in business with some countries conducting business in a more transparent way than others.

Business Integrity

Integrity in business is doing the right thing, being honest and consistent no matter what the rules are. It is a characteristic trait that is sought-after in individual employees as well as organisations. An organisations culture defines their integrity, values and beliefs which all employees are required to adhere to. Integrity means something different to each individual and business, but for both it is implied that one is to act ethically. In an international business concept, all relationships are fundamentally built on trust, be it with employees, or through business to business and business to consumer relationships. Trust is the base that allows all parties to be open but respectful with their views towards one another. It encourages a "communicative environment" (EPS Cloud Fabric, 2012) which in turn creates more creativity and job satisfaction in the business.

The author has found that the literature surrounding integrity highlights that its importance should not be underestimated as it may "serve as a condition for the very existence of any society" (Heath, 2002) as ultimately without trust, communication would be restricted which would discourage the basis a society needs to build from. When an organisation conducts business with integrity, they are honest and in turn seen as trustworthy, a statement that, for NGOs, encourages other corporations, private donors and government to fund their project or programme strategies. It also alleviates the public and governmental pressure on MNCs as they are not being scrutinised as rigorously. There is an overwhelming consensus that business integrity and business ethics are fundamentally different and one would struggle to find a business that operates with integrity but does not conduct ethical practices, although any business can be ethical whilst lacking integrity both professional and personal.

Being ethical is to do the right thing because of the rules or laws that are in place, we consciously choose to working within these set of rules. All organisations in various sectors have a code of ethics that all employees and organisations - if it is a professional body - must adhere to. Adair (1999) states that NGOs are placed well in an organisational spectrum to have a powerful role in determining public policy and influencing political decision making. This brings with it intense levels of scrutiny from competitors and the public utilising social media outlets to damage the organisations credibility. Albeit NGOs such as The American Red Cross

have raised some legitimate concerns with regards to fund management, practices and procedures, corporate governance and secrecy. (Chernoff, 2010) The public are less inclined to fund and support such organisations as they no longer trust their intentions are pure.

Corruption in developing countries is rife as they are concerned with actions that enable them to simply survive rather than those actions with encourage success. The lower ethical standards are often put down to social injustices and degradation, things such as poor access to educational opportunities limit the resources available to those in charge of businesses in those countries. This view is one that is quite simplistic and although it runs true in certain countries, it is not true for all situations and by simply improving socio-economic conditions businesses operating globally will not become perfect.

Any organisation intending to act with integrity must act with its own set of moral values and courage. For NGOs operating under intense scrutiny and in the presence of corruptive governments or other companies this can be especially difficult given the circumstances. Mojatu Foundations core values are simple; transparency, integrity, justice and service. (Valentine Nkoyo, 2014) To act on these values could come at a cost and it would take courage on behalf of the staff and management team in order to establish a good reputation. According to De George (1993), acting on principle strengthens an organisations overall image as well as promotes company morale. The capitalist society in which we are part of establishes that there will be winners and losers of the business process – something we must objectively try to avoid by creating a better service or products that carries value for both the business profits and the consumer.

For individuals to maintain their own level of personal integrity they must work in an ethical corporation that has professional integrity to the highest standards. Any organisation be it an NGO, governmental or MNC must conduct themselves with professional integrity, even in the face of unethical business practices such as corruption and bribery. Organisations have started to put in place compliance programs for integrity to enforce clear standards across the board although Schindler (2011) and Spencer-Cooke and Van Dijk (2015) argue that this alone is not enough. The practice of integrity is one that must become normalised across the spectrum, in any organisation, in any country, but it is acknowledged that "integrity is easily lost, so we must be vigilant to maintain it. Most of all, integrity is good business." (Schindler, 2011)

Code of Conduct or a Code of Ethics that has been adopted and enforced by an NGO ensures that measures are taken to keep the organisation accountable for their actions as well as provide

key stakeholders with a source of information as to what values to expect from the company. There are certain actions that an organisation will not do due to their ethical code and others that they will do for the same factor. (Srinivas, 2009) NGOs have bound themselves to the conception of what is good. Greater accountability and scrutiny will in the long-term lead to a far greater impact upon society for both NGOs and multinational corporations as they work in sync to provide win-win partnerships for both sides. (Baur & Schmitz, 2011) Aligning the interests of NGOs and multinational corporations would bring about ethical challenges, most notably being the compromise of the independence of NGOs which diminishes the credibility of the NGO and any legitimacy gains the corporation expected to reap.

It can be agreed upon by means of different literature sources that integrity in business is built on trust and reputation which is essential for this research as it encompasses the two main elements that creating shared value works with. It embodies a collective impact approach to tackling social issues, meaning all stakeholders must work coherently together to influence change. This is something that effectively cannot be achieved without trusting relationships with all stakeholders and a positive reinforcing reputation in the eye of the public who are needed to maintain the corporations profit margins.

Creating Shared Value

There are many different aspects of corporate social responsibility that have over the years been adapted and changed to fit the modern day societal needs. Corporate social responsibility is best defined by Jane Nelson in the CSR Initiative at Harvard Kennedy School as:

"Corporate social responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance, and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community and the public policy realm." (Moore, 2014)

The concept of socially responsible behaviour from corporations gained its strength from activist upheavals on Article 23 of the Human Rights Act 1948 calling for the "right to employment, favourable work conditions, equal pay for equal work, and the right to join trade unions." (Moore, 2014) CSR did not begin to take off until privatisation and corporate takeovers in the 1980s however it has attracted a range of opponents since this time. The most notable being Milton Friedman who argues that "there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long

as it stays within the rules of the game, which is to say, engages in open and free competition without deception and fraud." (Friedman, 1970)

A criticism of CSR is that it is merely used by corporations as an effective public relations tool but is just a series of empty promises. Authors such as Heath (2010) and Banerjee (2007) all criticise this aspect of CSR by addressing it as a rhetoric and a fad for many multinational corporations. CSR allows corporations to increase their influence and image in society, which many use to unethically gain power and/or practice illegal activities especially when conducting business abroad where the level of corruption and collusion is higher.

CSR has attracted further critique as it is something that "allows businesses to project positive image by doing very little." (Dudovskiy, 2012) This is an angle that has paved the way for scrutiny in the media, especially on social media by activists who believe that multinational corporations are destroying the world. Although in today's business language they have adopted the movement of the 80s by including phrases such as corporate citizen, inclusive business, employee engagement, corporate ethics and social enterprise. This is evident that even though corporations can be slow to change, they are still changing and expanding. The Shared Value theory of CSR is one that incorporate the need to change at a much quicker pace to keep up with mounting pressure as well as prominently address social issues by working closely with non-governmental organisations.

Corporate social responsibility for many organisations takes place solely for enhanced public relations or in profit making circumstances. Although corporate social responsibility is not deemed as the core role of the business, there must be efforts taken to ensure that value is created with the correct management of business activities and partnerships. The Creating Shared Value model of corporate social responsibility is on that provides for the accountability of not only multi-national corporations but also non-governmental organisations who ordinarily would not be subject to the same scrutiny and regulations.

Creating Shared Value (CSV) of corporate social responsibility is attributed to being "a new way for companies to achieve economic success." (Porter & Kramer, 2011) By adopting a shared value model multinational corporations are able to set themselves apart from the competition through "building and rebuilding business models around social good". (Shared Value Initiative, 2016) NGOs and multinational corporations join forces to meet the needs of society thus enabling corporations the chance to reach those customers and communities that are underserved, this is known as reconceiving markets or products. Corporations will also

redefine the productivity in the value chain to better utilise employees, resources and business partners. Finally, they will enable development by encouraging innovation for growth, improving work skills and supporting community initiatives.

NGOs, according to Porter and Kramer (2011), will be more effective if they focused their efforts on value and productivity. By partnering with multinational corporations, NGOs will be able to rethink and improve the value chain whilst acting as a moderator between government, small local businesses and communities. NGOs will be "stimulating social progress" (Kramer & Pfitzer, 2016), whilst gaining the necessary funding to carry out tasks in all aspects of the world and MNCs will be "creating shared value – pursuing success". (Kramer & Pfitzer, 2016) The author has found that by utilising CSV, corporate managers would be able to define and assess strategies that are more aimed towards resolving social issues, thus creating value and legitimising partnerships with NGOs.

With the Creating Shared Value approach, non-governmental organisations and multinational corporations can counterbalance the need for transparency by working in a collective format together. By sharing value the profit corporations make allow for the company to grow at a much faster rate as it also encourages an advancement to communities. Unlike general corporate social responsibility, creating shared value is fundamental to changing the core of how a business operates by integrating social and environmental impacts into the business model to drive forward the economy.

There are however contrasting views about the advantages of CSV and it can be argued that although there is huge merit in creating shared value it is a concept that has brought criticism due to an over assumption that all previous strands of CSR simply just have not worked in their entirety. Crane, et al (2014) although acknowledging CSVs strengths also highlights that there are four main shortcomings with the framework as seen in Figure 3. In comparison to literature prior to 2011 regarding different CSR strands, it is noted that CSV is very similar to other CSR theories, however without the acknowledgment of previous decades of work in this business topic, it can only be described best by Stuart Hart as "intellectual piracy". (Paramanand, 2013) There is criticism that the pressures and strains between social and economic objectives is one that has largely been ignored by Porter and Kramer within the CSV framework, although in comparison to previous CSR models this is not something that is new.

Figure 3 – CSV Strengths and Weaknesses

Strengths	Weaknesses
CSV successfully appeals to practitioners and scholars	CSV is unoriginal
CSV elevates social goals to a strategic level	CSV ignores the tensions between social and economic goals
CSV articulates a clear role for governments in responsible behavior	CSV is naive about the challenges of business compliance
CSV adds rigor to ideas of "conscious capitalism" and provides an umbrella construct for loosely connected concepts	CSV is based on a shallow conception of the corporation's role in society

(Crane, et al., 2014)

Porter and Kramer acknowledge previous work in the area of creating value through corporate social responsibility and mention writers such as "Jed Emerson's blended value, Stuart Hart's mutual benefit, C.K. Prahalad and Hart's bottom of the pyramid". (Crane, et al., 2014) CSV is a theory designed to solve the problems in society and not just blend them with other types of values. Creating shared value needs compliance and a sense of social responsibility from corporations and is a concept that has gained traction over the last few years due to the aligning of social progress with corporate interests to capture the reality of what strategy competitors are utilising. By using this profit motivated tool of corporate strategy to address problems such as poverty, water sanitation and slave labour corporations can make a vital contribution to a better world for all as well as ensuring a sustainable business model for future generations.

Non-Governmental Organisations
Globalisation has created a need for organisations that are fighting for real social change rather than contributing to its demise for business profits. International organizations (IO) have long tried to establish development goals for addressing the pressing needs of third world countries as well as honing in on societal changes in developed countries. The United Nations (UN) first coined the term NGO in 1945 to "encompass its societal consultant" (Srinivas, 2009) specifically those contributing to activities that were not necessarily the focus of national governments. It is believed that the governments of developing countries are not "cooperating closely enough" for any sort of major societal change to take place. NGOs are used to affect global social movements and societal change as well as influence IO across the world with political pressure. The World Trade Organization (WTO) is one IO that needs "to be subject to much closer scrutiny by NGOs" (Wade, 2003) as their decision-making processes are heavily influenced by developed country voting members.

Non-Governmental Organisations are not-for-profit charities that seek to do the right thing by providing local and international communities with access to different support systems that better their needs in society. The term is an all-encompassing one that can include community based organisations (CBOs), churches, lobby groups, professional associations, charities and research institutions. They are ethically bound to focus on the interests of those they are serving either by providing information, education, health care, emergency care or by building facilities that can provide this access in developing counties and rural areas of the world. The World Bank (WB) describes NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development." (Malena, 1995)

NGOs are considered as being in the third sector of organisations and often seen as organisations that bridge the gap between government and societal needs, as they can work on specific projects within communities that the government either cannot or will not do. (Shah, 2005) WANGO, the World Association for Non-Governmental Organizations, identifies over 50,000 (WANGO, 2016) NGOs registered with them worldwide however there could be closer to 3 million NGOs taking into account micro organisations that may not be registered. International non-governmental organizations (INGO) have taken on the role of organisations like the WTO who are "considered to be too centred to favour the interests of capitalist firms." (NGO, 2010) The UNs Millennium Development Goals (MDG) and Sustainable Development Goals (SDG) are, crucially, achieved by NGOs operating globally.

The American Red Cross for example was set up almost a decade before but since 1970 the growth rate of NGOs has risen exponentially due to what some believe as the effect of the rise of capitalism. Robbins (2002) identified in his textbook *Global Problems and the Culture of Capitalism* different explanations as to why the growth of this third-sector has risen so sharply. The rise of the internet has created access for millions of users to form connections with like-minded people across the globe, this is something that has continued and further been played out with the introduction of various social media channels that are being utilized by individuals, communities, corporations and government. Another factor that led to the rise in NGOs over the years can be attributed to the media and its "ability to inform more people about global problems." (Shah, 2005) The awareness of issues that governments have not taken action to alleviate only spur the public to demand action in the form of possible boycotts, protests and strikes.

The perceived image of NGOs can have an effect on whether people choose to support them or reject their ideas. This is something that until recently has influenced the way in which NGOs approach potential donors and supporters. By nature, non-governmental organisations are predominately politically independent, however they do receive funding from their own governments, multinational corporations and private donors. There are a small few NGOs that are independent of government funding, although this is an exception. Those NGOs having to rely on funding from those sources identified above find themselves indirectly or directly basing the actions and choices that they make of off the donor. A question that can be posed from this is one addressing the power structure between multinational corporations and NGOs; 'whose intentions do NGOs really serve?' Srinivas (2009) argues that whilst NGOs may be inclined to serve the needs of their clients, there determination is factored by who funds them and effectively who they are accountable to financially.

Many NGOs lack self-sustainability due to their over reliance of donor funding, this is something that for most operational NGOs stems from the limited access to financial management expertise. There can also be difficulties for NGOs to act on a large scale due to low staffing levels, limited expertise, lack of social or economic understanding and/or restricted communication with other organisations. Critics argue that NGOs are undemocratic (Shah, 2005) in nature and most funding raised by NGOs is spent on salaries for top management and overhead costs. Although there is a small minority of NGOs who abuse their position of power in this way, the majority of them do not but are tarnished with the same brush from competitors or corporations unhappy with the research produced from the organisations.

NGOs have also attracted criticism over the years due to the rapid increase in growth in the sector which has enabled them to acquire a great deal of global political influence and the power to reduce globalisations effects. Dhanani and Connolly (2015) use Habermas' theory of communicative action (TCA) to investigate NGOs accountability and transparency processes and whether they are held to the same standards that they expect from government and corporations. NGOs passionately advocate to promote human rights, equality and fair trade in society therefore they should also report their actions with this same passion and rhetoric however this is not the case as many still try to unethically present themselves in the best light to win continued financial funding and resources.

Multinational Corporations

Multinational corporations are "the cause and result" (Mazlish, 2012) of globalisation although further research into the area shows that they did not begin to materialise until after World War

II. Stopford (1998) points out that market liberalisation, economic deregulation and advances in technology have contributed to the enhanced growth of multinational corporations, which is something that the author has found to be a common theme amongst the research, as a cause and effect relationship has been evident with the partnership of multiagency organisations. The argument that MNCs are the cause of globalisation is somewhat inconsistent in that on the one hand what is agreed upon amongst academics is that the Bretton Woods conference in 1944 opened the door for international trade on a large scale by breaking down the trade barriers countries had set up to protect themselves. (Lambie, 2013) Whereas on the other hand, MNCs have penetrated global markets outside of their home economies, creating the kind of competition that was intended by the World Trade Organisation. (Yeates, 2007)

There is a conflicting view on what exactly constitutes a multinational corporation, as Root (1994) argues that a corporation is only multinational if the parent company or headquarters are owned by nationals in two or more countries whereas Daft, et al. (2010) describes MNCs as a corportaion that "recieves more than 2.5 per cent of its total sales revenues from operations outside the parent's home country." (Daft, et al., 2010) For the purpose of this research the author will take on the view that a multinational corporation is one that operates in two or more countries, regardless of sales revenue. (Howson, 2014) One thing that will need to be taken into consideration for this research is regarding corporate ethics in different countries. As addressed in the Harvard Business Review article 'What Panasonic Learned in China' (Wakayamo, et al., 2012) many multinational corporations are not truly global, as they do not possess the obligation to engage with the host countries customs and market. This concept is important to the research topic because multinational corporations must have a truly global perspective when operating their business across borders, especially when partnering with other entities, something that is grasped by corporations such as McDonalds, Nestlé and P&G. (Bloom, et al., 2011)

Howson, (2014) maintains that multinational corporations have more control over the global economy and are continuously making turnovers "greater than the GDP of many nations" (Yeates, 2007) which gives them scope to choose where they intend to locate divisions of their business. However, Stopford (1998) argues that these multinationals should relocate operations at a gradual pace giving them time to source out the hot spots for the industry they are in. Many multinational corporations see India as being the global base for telecommunications, Japan for technology, and China for manufacturing. MNCs from the UK and the USA have set up operations in these countries or joined forces with NGOs and small-medium businesses from

these countries to potentially gain a bigger market share. These corporations develop an organisational philosophy that incorporates leadership styles, management practices and social responsibility from different nations. (Wang, et al., 2014) This will be appropriate to the research question as it allows the author to look deeper into how adaptable a multinational corporation can be to change its processes so that they can work in harmony with NGOs and other social enterprises.

The role of MNCs is one that has become increasingly more critiqued over the years due to emerging markets, cross border trade and non-for profit (NFP) organisations. Foreign multinational corporations bring with them different kinds of corporate cultures and technologies that can change perspectives in the host country they seek to enter. MNCs are facing criticism due to often "ignoring the oppressive working conditions and abuse of worker' basic human rights" (Sethi, 2003) in host countries that they choose to enter. This is attributable to the host countries being lax on health and safety standards in fear of losing foreign direct investment. WTO, WB, European Community and other IOs along with NGOs are forming demonstrations to hold MNCs accountable for their activities both at home and in host countries. The criticism that MNCs are facing is one that contributes to the "gap between societal expectations and corporate performance" (Sethi, 2003) compelling governments to clamp down on activities and introduce further regulations.

The power of MNCs run deep to as they control the emerging international investment in developing countries. A critique of MNCs is that because they possess so much power in developing countries, they should "be held to the same standards that international law presently imposes upon states" (Monshipouri, et al., 2003) given that they are eager to promote further privatization of state businesses. Human rights groups and NGOs acknowledge that there will never be fair competition with corporations when they are freely able to obtain so much power, this is why they are seeking to make them more social responsible for their actions. The rise of the economic growth of MNCs in developing countries tips scale in comparison to social injustice, poverty and inequality in those countries. MNCs see themselves as doing good by utilising cheap labour for example as it generates employment for that area.

From an economic perspective, multinational corporations may be relatively unwilling to undertake partnerships with non-governmental organisations unless they were to give up something for them such as their integrity, although, for many organisations compromising on their beliefs or mission-orientated goals will only put them in a position of distrust to the public.

In this new era of social media any action a company takes, especially a non-governmental organisation, is heavily documented and scrutinised by competitors, government and the public whom they are meant to be doing the right thing for. The reliability of that non-governmental organisation will be threatened and put into question as the power struggle between multinational corporations and non-governmental organisations continues.

The literature highlights that if multinational corporations strived to seek the help of NGOs to "realize the benefits that social responsibility will bring to them" (Monshipouri, et al., 2003) they will be able to act as global influencers of change. This is a contrast to the needs of shareholders and the profit maximisation that corporations could be missing out on to integrate CSV into the business. It is argued that because of the type of relationships that MNCs have with their institutional environments they must evoke compliance when dealing with pressures they face externally as well as try to make sense of, manipulate and negotiate the dynamic, symbolic and pro-active neo-institutional system. (Kostova, et al., 2008)

Conclusion

The author has found that the literature surrounding MNCs agrees that they are rarely held to the same standard of democratic culpability as other organisations operating on a global scale. This is significant to the research question as it questions whether both NGOs and MNCs would be able to work together to create shared value when neither operate at a level that fundamentally imposes accountability for their actions. Globalisation and capitalism could be to blame for this as it has created a type of global corporate strategy that many countries and organisations are hesitant about conforming with. As the researcher has highlighted from the literature, globalisation has opened the door for corporations to connect with each other (Yeates, 2007) thus creating new opportunities for businesses both nationally and internationally. In contrast, however it has also created a door for more intense criticism and scrutiny as comparisons are made worldwide for what is classed as an acceptable business practice.

Due to globalisation and technological advances there was a rise in corporate takeovers, deregulation and buyouts in the 1980s which amounted to a higher demand in accountability and transparency from corporations. Stakeholders today still demand this transparency but with the rise in non-governmental organisations it has fallen on them to right the wrongs in the gaps left by the government and corporations. This pressure has forced many organisations to think more strategically and proactively about how their partnerships with corporations will operate.

When corporations allow themselves to "think globally" (Daft, et al., 2010, p. 124) they agree to let other principles, competitors and cultures into the organisation which could provide an opportunity for the company to be successful on a global scale if they created shared value by incorporating different types of organisations, but this will also open the organisation up to further government reforms. The literature around multinational corporations focuses on how organisations need to be adaptable, the author will be using case studies to look into 3 non-governmental organisations and multinational corporations of varying sizes that have partnered together. This will help the researcher analyse the effectiveness of the CSV model on partnerships between NGOs and MNCs by allowing the author to follow a theoretical cycle as a research framework which will help in identifying the challenges experienced by both non-governmental organisations and multinational corporations.

Factors such as integrity, social responsibility and collective impact will be considered within the research in order to highlight the ways in which a corporation and a non-governmental organisation can work together effectively as a result of creating shared value. Due to ethical concerns with the sensitivity of the research, in order to gather internal information from the chosen NGOs, the author will be using the case studies to empirically look at the challenges both NGOs and MNCs come across when partnering up to form a socially responsible sustainable business model.

Chapter 5
Research Methodology & Methods
Approach

In this chapter the researcher will present a methodological framework which will help in explaining, clarifying and understanding the research process that was taken to finalise the study. The varied approaches and research methods that have been used in the study will be identified in this chapter. At the end of this chapter the reader will be able to have a better insight into the backgrounds of certain arguments that have been made, by justifying the methodological foundation of the paper. The chapter will highlight any limitations faced with the adopted approaches to the research and will also address the criteria that was used to narrow the dissertation topic for further clarity, thus avoiding vagueness. Within this chapter there will be information regarding any ethical issues that the researcher also faced whilst undertaking research into the effect that the Creating Shared Value approach has on the integrity of non-governmental organisations. To formulate this framework the researcher will be using The Research Onion identified from Saunders, et al (2012).

The research methodology will boost the validity of the theoretical debates that are put forward in the paper as well as analyse the basis of the research questions. The research onion (Saunders, et al., 2012, pp. 128-9) helps to shows the methods that will be used to help identify the reasons behind the identification of integrity practices in NGO and the use of MNCs utilising co-optation for corporate social responsibility needs. The first layer of the onion is the research philosophy, as mentioned above this research will follow that of a theoretical nature, allowing the researcher to develop and analyse a study based off the problem that the Creating Shared Value effect on the integrity of NGOs which was previously highlighted in chapter 3. This philosophy will be a phenomenology one, whereby the researcher can adjust to any new research ideas as they emerge from the literature. The researcher can also gather date in a more natural way, focusing on understanding process and meaning over time by generating ideas from a stakeholder perspective.

The research approach will be deductive, which will allow the researcher to determine which pieces of information are crucial in relation to the questions that have been posed. The deductive approach will start from the theory that integrity in business is necessary for multisector agencies such as NGOs and MNCs to work together collectively, identify the hypothesis which for this research is Creating Shared Value reinforces integrity values in NGOs and MNCs, allow the researcher to observe this theory in action through use of case

studies and a brief survey and finally confirm or disprove the hypothesis set out. With this type of research approach the researcher can build and prove a hypothetical framework. As this research is based upon developing CSV theory into integrity and NGOs, this approach best explains whether what has been newly observed fits the expectation. The research will be that of a qualitative nature as this approach challenges the researcher to create a methodology framed by the research strategy rather than imposing ideas without proof. This approach allows the researcher to expand on information should that be needed to develop a deeper insight into the theory. The aim of the theory is not to prove a cause and effect relationship but to identify the social phenomena of the topic.

The method that will be taken in this research will follow that of a qualitative nature for the researcher to gain a subjective broader insight into the research questions and any attitudes, opinions and behaviours associated with them. Although there will be aspects of a quantitative methods undertaking qualitative methods, as opposed to quantitative, it can be argued, provide a better framework for the collection of comprehensive and varied observed data. In order to gather data, the researcher has chosen to use a case study programme designed to help in analysing key overall phrases.

The research strategies will predominately follow a secondary nature and will be case studies, this is due to the case study strategy allowing the researcher to develop a theory and test it (Easton, 1992) for confirmation. It will also provide the researcher with more information to prove the hypothesis that otherwise would not have been available through other methods. To gain an unbiased and unscientific explanations for the research question, this strategy allows the researcher to obtain a clearer picture of the theory from different angles i.e. the viewpoint of the NGO and the point of the MNC. Case study research enables the researcher to draw generalisations from key features to establish an importance of the context between the cases involved.

The choices layer in the onion identifies different methods that could be used for approaching the research topic. The method that will be used for this research will be the mono-method as by just limiting the research to using one method the research can have more control over the analysis of the research. The time framework for this research project will be cross sectional as the research has a specified time horizon that has been established for data collection and completion.

For the researcher to collect and analyse the data it is essential to confine the dissertation topic to a size that could be managed in the time frame given, for this to happen there were several criteria that needed to be used. Firstly, the type of business organisations needed to be constricted to just containing two organisations in the non-governmental sector that had multiagency partnerships to make sure that the research did not contain too many variables leading the researcher to stray off topic. The choice of one of the organisations was one that was made simple by the researchers direct working knowledge of that organisations partnerships and structure. As the NGO is small, it allows the researcher to gather information directly from the top management and directors rather than going through several different channels for information that could be lost in context. It also allows the researcher to obtain more information and ask questions for clarification that otherwise may not have been asked due to having a personal connection. The other NGO chosen was one that was of a larger scale, operating globally in partnerships with other MNCs and government agencies. Although with this NGO there was no direct gathering of information, the case study approach enables the researcher to obtain the information needed.

Secondly, it was important for the researcher to narrow down the scope of the type of corporate social responsibility to be used in the study. There are many different theories surrounding CSR however the type that the researcher has used for this research is one that has only recently come around and ties together both NGOs, MNCs and government agencies in what is known as Collective Impact. This type of CSR theory seeks to explain just how the partnerships between the multiagency sectors hinges on cooperation from all sides with the needs of one resting on the actions of another. The Creating Shared Value model was created because NGOs and MNCs have, due to rise in scrutiny in the era of social media, started to see the fundamental benefits of working together to reach global development goals.

Thirdly, to keep the research to that of a practical level, the researcher has opted to focus on one specific variable source, corporate social responsibility. As NGOs are vast in nature and contain many different organisations under the same branch, the research could have focused on sources such as funding allocation, project type, development, strategy, public policies etc. although they are issues in themselves that affect integrity in partnerships approaching them all with the timeframe given for this research would have a compromising effect on the overall scope of the research. By just narrowing it down to an element of corporate social responsibility that fits best with the rest of the research, the researcher was able to obtain a clearer view of integrity in business.

Finally, the study will focus on multinational corporations and government agencies that have active partnerships with NGO because they tend to be larger in size and have more connections with a wider variety of countries, thus being exposed to more ethical differences and variations across borders. These organisations have also been chosen as the Creating Shared Value approach would not be successful without the collective impact of all multisector agencies whom could directly or indirectly affect the integrity of the NGOs that they work with.

The research design that will be used will be exploratory research, which will help in explaining the reasons as to why a problem has occurred. This type of design allows the researcher to explores an issue that took place before the research project was formulated. Choosing an exploration design gives the researcher a chance to further research the area in more detail or provide a scope for others to do so.

Sample

The first step in this research process was to identify potential companies in the UK or abroad that could provide sufficient information for the research to proceed. These companies had to be non-governmental organisations, multinational corporations and/or government agencies working in partnership with one another for a cause to advance society. As the research is of a qualitative nature the size of the sample was not one that had to be too large, which is why it was kept small to keep the research coherent.

The sampling technique was not one that was random or stratified but more from convenience. This technique was chosen as using case studies for the method means choosing cases already formed with an existing framework. As the study is concerned with integrity in NGOs, it was appropriate to study one organisation the researcher was familiar with and another that they were not, this way a comparison could be made with regards to the level of information presented about whether either organisation felt they needed to sacrifice their integrity for the partnerships and funding. As this is a small comparison it would be hard to judge if the characteristics displayed by the samples could be attributed to all NGOs in the same position or not. This is also the same as not much is yet know about collective impact and Creating Shared Value.

For the researcher to test the current practices on the effect that the Creating Shared Value approach has on the integrity of non-governmental organisations it was vital for the researcher to gather evidence by utilising various case studies on non-governmental organisations and multinational corporations currently engaged with multisector partnerships and collective

impact. By looking through the case studies the researcher will be able to collect qualitative secondary data on the reasons as to whether there has been an impact on the effect that CSV has on the integrity of non-governmental organisations. To address the topic fully from different angles the researcher plans to look through a sample of different books and journals that have a mixture of views regarding integrity and Creating Shared Value.

Literature Review

For the researcher to be able to build a complete theoretical and contextual framework, to become accustomed with the topic and to structure clear arguments it has been vital to construct an extensive literature review for this research paper. Using secondary sources of data is important in being able to explore what information has already been written about the topic (Berger, 2011). This research embodied the essence of secondary data sources for analysis by the researcher as they contain various levels of information that could easily be compared with one another. For the researcher to obtain enough information regarding the topic for a deeper analysis the review includes books and journals found using the university library, online portals and independent research bodies as well as research reports and government data articles.

As well as searching in the library, the use of the internet has been predominant in retrieving published and unpublished online literature regarding Creating Shared Value. As Bertrand and Hughes put it searching the internet provides us with a "systematic overview of a field" (Bertrand and Hughes, 2005, p. 59) although it is also mentioned that credibility is called into question when looking at online sources and therefore they need to be offset with opposing websites and views. Using online sources for information provides the researcher with instantaneous and up-to-date information regarding the NGOs, MNCs or government agencies, however it does not provide any new insight into integrity in business. It also provides the researcher with relevant information on Creating Shared Value, as mentioned before with this method of CSR being relevantly new the only up to date sources regarding this are accessible online with websites or journals.

By using different sources to collect information for the literature the researcher could formulate further the ideas surround integrity in business and frame the research in a way that allowed the researcher to explore how Creating Shared Value is influencing integrity within NGOs. Prior to studying the research and comparing different sources of information from books and journals the researcher did not have a clear view about the type of CSR theory that would best suit the research into integrity, but wanted to analyse the subject further for purpose

and clarification. The literature sources gathered were instrumental in helping the researcher to gain a critical perspective of the themes identified by using books for a theory based explanations and journals or websites for applied up-to date information. The literature was also fundamental in guiding the researcher to research and choose the subjects for the case study analysis, without comparing sources online this would have been an important part of the research that may have been delayed.

As the researcher explored further into the information relating to the literature review topic areas several common key themes stood out throughout the literature. The most notable of these key words was ethics, corporate social responsibility and accountability, all of which play a major part in defining the overall strategy of non-governmental organisations and multinational corporations. Although from the literature these key words were apparent, they were too vague to critically analyse on their own and had to be condensed further into manageable topics for the literature review. Integrity and ethical considerations in an international business context are key factors in the debate on accountability for multinational corporations and non-governmental organisations. As mentioned previously with the rise in social media and live news the public can demand answers from organisations quicker than ever before, and if these answers are not acceptable then influential action is taken by way of protests, boycotts etc. Whilst multinational corporations have a longer history of being demanded to act in the way that they say they will for the good of society, non-governmental organisations are now also starting to feel this pressure as moral enforcers. The research obtained from the varied literature review succumbs to the ideas on integrity in business but aims to focus on the new players in the global society.

Content Analysis

According to Wright, the content analysis involves "the systematic classification and description of communication content according to certain usually predefined categories" (Wright, 2008, p. 25). Content analysis can either be quantitative or qualitative in nature depending on how the information is analysed. For this research the analysis will be qualitative as the interpretation of the meaning behind the words is more important that the actual number of words. Although, it is deemed quantitative if, for example, the numbers of words are counted are what is being analysed. No matter which is used, be it qualitative or quantitative, it must be considered that the way the source is interpreted and conceptualised could have an influence on the overall analysis outcome.

The final research method that will be used is a comparable content analysis of 3 case studies, this will be to provide an overall study that will be valid and relatable to the current growing market for non-governmental organisations in partnership with multinational corporations. The researcher has limited the time frame that will be analysed to keep the information up-to date and in line with the introduction of the Creating Shared Value approach. The time frame will stay between 2011 to 2016. This was chosen because it gives the researcher a 5-year margin to analyse enough background information on the subjects in the case study as well as focusing on where trends over those years can be differentiated. Also, information is more easily accessible over the internet, in journals and through a variety of books for that time frame relating to non-governmental organisations, integrity and multinational corporations.

There are disadvantages to using a case study method which the researcher has accounted and compensated for such as the specific challenges that could occur from analysing the data. Case study research is often seen as inferior to other research methods due to it not being statistical enough to really analyse data. Gummesson (2000, p. 88) argues that case studies can only be used to generate hypotheses and not actually test them as they lack statistical reliability and validity. These criticisms to the method focus on the researcher not being able to generalise the study as case study numbers are limited in the number of observations that can be used, which in the case of this research is to 3.

The constraints in time given for the research prevented the researcher from being able to thoroughly analyse all the information for the 3 case studies. This led to the data analysis being that of a qualitative nature with no room for any quantitative data being integrated into the data analysis. Given that the content of the case studies was assessed to establish real-life situations of the phenomenon highlighted above could be studied in more depth the researcher felt the time constraints could have impacted upon the lack of rigor. If time would have allowed there would have been scope for the research to expand to including more case studies of many different sized non-governmental organisations to show the comparisons of developing countries practices on integrity, not just western countries.

Ethical Considerations

Argumentatively this was one of the most important parts of the research process, ensuring that all ethical considerations had been met for the overall analysis of the research. The researcher based these considerations of Bryman and Bell's (2011) ten principles which includes things such as respect the dignity of research participants and avoid deception or exaggeration of the aims and objectives. For this research as there is no primary data collection the most important

ethical considerations that the researcher recognises are the maintenance of objectivity in its highest for any discussions and analyses during the research. This point is especially important as although the researcher has a possible conflict of interest by working in one of the organisations being studied, the level of objectivity has been paramount to analysing the findings. The researcher has been paramount in ensuring that impartiality and fairness are applied to all comparable sources of information.

The other point that the researcher acknowledged was all works of authors that have been used in the thesis. To do this the researcher applied the Harvard referencing system throughout the research and kept up-to date with any bibliography entries as the research was worked through. This ensured that the research was free from the element of plagiarism but also ensured that previous authors works that had been used and influenced this research in any way were accounted for accurately.

Conclusion

The methodological framework presented has given an insight into the research methods that have been used for this paper. With the support of the literature on research methods for business students by Saunders et al, it detailed why certain methods have been used and gave a brief description of their features and relevance to the research. Although there are many different methodologies to use for research topics, the ones that have been chosen for this topic best suit the researchers aim to prove the hypothesis surrounding the effect that the Creating Shared Value approach has on the integrity of non-governmental organisations. If other research methods were used this may have forced the researcher to construe the research in a way that could have caused questions of reliability of validity of the results. The methodology also enables the researcher to keep the research to a certain size, to ensure that it is easily followed by the reader.

Alongside this a deeper analysis of the available literature was conducted to break up the sources further for comparative reasoning and to determine why the topic is an interesting issue for some and not for others. Discovering different literature on the topic and then analysing this for formulating a narrower argument is one that will advantage the researcher when it comes to analysing the research. This will encourage further research into the field but with a constrained narrative so that those in positions of power in these organisations can adapt to Creating Shared Value to not only help themselves gain funding or advance profits but to help the community economically develop further. As the researcher, does not have years of experience conducting research in comparison to many of the authors whose research formed

part of the literature review it was important to highlight the compromise that the scope and possibly depth of the research could take.

The methodology also described the process involved in narrowing down the topic for research purposes and expanded on any possible difficulties or limitations that were to be considered. This was important as the researcher is directly involved in partnership deals with an NGO, it was essential to ensure that any possible ethical considerations were counted for and alleviated before the research began in depth. All research taken was done so with the utmost care as to not cause any deception, and the conflict of interest was declared from the beginning to ensure transparency throughout. The effectiveness of the methodology chosen for this research topic will be shown with the findings and analysis in the following chapter.

Chapter 6
Findings and Analysis

This chapter presents the results of the data analysis that has been collected and analysed in relation to the objectives mentioned in the chapter 3 of this research. In forming the collection of the data, it was necessary to establish a knowledge base about NGOs in its current perception and to determine if Creating Shared Value has played an important role in the integrity that NGO has. The objectives that were set were done so to guide and maintain the direction of the research hypothesis and as such they were indeed accomplished. These objectives were both key to deciding whether the hypothesis could be tested and proven accurate. The findings of which are presented in this chapter along with the discussion as to the effect that the Creating Shared Value approach has on the integrity of non-governmental organisations. The aims of the study were to find out whether the adoption of Creating Shared Value by NGOs and MNCs hindered of benefited the NGOs ethics.

The two research objectives again are:

- **Does CSV affect the integrity of NGOs?**
- **Is the collective impact between NGOs and MNCs meeting CSV requirements?**

This chapter will focus on trying to prove or disprove the hypothesis the reader was made aware of in the previous chapter and the gathered data is set out in an expressive way which will lead the researcher into an informative discussion in the following chapter 7. The data will be processed as a response to the objectives and hypothesis in a way which will enable the researcher to present a foundation of knowledge regarding the Creating Shared Value approach effect on the integrity of NGOs in a consistent manner. The findings that will be offered in the chapter highlight the merging of the practice of Creating Shared Value with the theory of integrity.

The chapter will provide the reader with a more in depth background into the qualitative method that was used to collect and process information, followed by a descriptive analysis of how this information could be processed and applied and a short summary in acknowledgement of how any of the data and findings highlighted could be interpreted and judged by the reader. Although the research is qualitative and cannot be generalised to all NGOs and MNCs in the same situation there will be question raising information that could be acknowledge by stakeholders in position of implementing a shared value approach in their organisations along with any recommendations.

Data Analysis

As mentioned in the previous chapter there were 3 case studies that were analysed for the research study which focused on different non-governmental organisations partnering up with multinational corporations and whether this partnership required them to negate their integrity values. In an ever-changing globalised world, it is vital for non-governmental organisations especially those that operate across borders to have a thorough understanding of the different markets that they are providing a service in. Countries pose different risks to businesses and one of the most detrimental to an organisation and their perceived value is the risk of corruption or collusion. This study was conducted using an NGO with a base in the United Kingdom but operating in Kenya, an NGO based in the US and UK with operations across Africa, Asia, Middle East, Americas and the Caribbean and another NGO from Switzerland working in high risk environmental areas across the globe.

There are three main shared value creating forms that could improve the social impact of both NGO and MNC; redefining value chain productivity, reconceiving markets and/or products and finally building local clusters as in the case of Mojatu Foundation. With many NGOs "facing an economic reality of cutbacks in funding" (Choi, et al., 2005) and corporations know that without the knowledge of NGOs they risk improving their products for many of the societal problems affecting the world today. The data showed that the NGOs and MNCs value the pursuit of financial success in a way that benefits society at large. By focusing on this companies of all sizes can gain the trust back from the public as well as create economic opportunities and solve some of the world's most challenging problems. The reader will see that the main effects CSV has on the integrity of NGOs is trust, consistency and loyalty.

The researcher conducted the study to compare a small non-governmental organisation, Mojatu Foundation who has limited partnerships but is also open to the same level of power struggles with two large non-governmental organisations, the World Wildlife Fund and Mercy Corps with a powerful global network of partnerships. The three NGOs have forged partnerships with corporations with the hope of Creating Shared Value for both the corporation and the communities they are serving.

It is clear to see that each of the NGOs looked at have struggled in some way to make a real impact in the chosen field or country in which they were entering due to lack of knowledge, resources or funding. Table 1 shows a grid highlighting the case studies used along with a summary of information about them. This table will help the reader with understanding more

about the case study subjects, their values and the partnerships that have created shared value with.

Table 1 – Case Study

NGO	Mojatu Foundation	Mercy Corps	World Wildlife Fund
Founded	2012	1979	1961
Size	Small	Medium-Large	Large
What they do	Target disadvantaged communities especially women and girls, tackling Female Genital Mutilation, supporting people with mental health issues, within multi-lingual and multi-cultural settings hence offering culturally sensitive and focused solutions.	Alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.	We are facing up to challenges such as the urgent threat of climate change. We're also promoting sustainable use of resources, helping us all change the way we live and working with business and government to protect our planet for generations to come.
Location	Africa	Globally	Globally
Aims and Values	To offer effective and quality competence-based training and continuous education to various middle-level health trainees and related professionals.	We believe in the intrinsic value and dignity of human life. We believe in the ability of all people to thrive, not just exist. We believe that all people have the right to live in peaceful communities. We value stewardship of the earth's health, pledging to manage its resources.	Valuing Nature, Promote sustainable living, Address unsustainable fishing and seafood, Protect wildlife, Prevent human-wildlife conflict
Partner	University of Nottingham	SwissRe	Walmart
Partnership	Provides medical resources and employment for a college in Kenya	Provides SMEs in Haiti with disaster insurance	Sustainably sourced high demand agricultural products

(World Wildlife Fund, 2016; Mercy Corps, 2016; Valentine Nkoyo, 2014)

On analysing the content of the literature journals, it was found that different authors regularly referred to ethics, corporate social responsibility and collective impact as being key to NGOs and MNCs working collaboratively together to create shared value. The researcher found that these cases highlighted the growing need for managers of non-governmental organisations and corporations to integrate new corporate social responsibility ideas into the workplace. The research also highlighted the importance for NGOs and multinational corporations to cooperate on social action internationally for the sake of building strong public-private relationships and corporate values. (Oudenhoven, 2001, p. 89) This is a theme that has been shared throughout analysing all of the cases with acknowledgment that the globalised world calls for cooperation, collaboration and collective partnerships as it promotes social justice in new markets.

A key part of the research is the effect of Creating Shared Value on integrity in NGOs and although for the case studies reviewed in this research the outcome has been positive on the work they have collaboratively been doing to ensure social change enhances there could be different reviews from other cases whether the impact has not been completely positive. The researcher found during the analysis that there are potential reasons as to why some NGOs and MNCs cannot work collaboratively together although this has not been the case for any of the subjects presented in the case study. With the organisations involved able to find "competitive advantage through expertise in integrated, worldwide operations [by] focusing locally to meet consumers' particular needs" (Wakayamo, et al., 2012, p. 110) they could create a deeper integration by focusing on the needs of society and new business innovations.

For a multiagency partnership with non-governmental organisations, government and multinational corporations to succeed it is expected that the senior management and stakeholders can shift their thinking to that of a new environment to create pathways to sustainability simply using collective impact techniques. The diagram in Table 2 shows the elements of collective impact in a global ecosystem. According to Kramer and Pfitzer (2016) there are five elements which must be addressed for a collaborative multiagency strategy to work effectively. Each organisation is able to lean on and push one another to achieve the common goal whatever that may be and although daunting it is a goal that ultimately serves the community better whilst still advancing individual performance or profits. Employees and stakeholders of all organisations should be consistently encouraged to learn new competencies regarding the real impact of social change so that they can "collaborate globally" (DeViney, et al., 2012).

Table 2 – Collective Impact

Common Agenda	A shared vision of change a joint approach to a solution
Shared Measurement System	A single agreed shortlist of indicators to determine how success is measured
Mutually Reinforcing Activities	Each organisation should focus on what they can do best addressing aspects of the problem
Constant Communication	To build trust and coordinate mutual objectives all parties must frequently communicate
Dedicated "backbone" Support	Independent staff dedicated to guide the project between all parties

(Kramer & Pfitzer, 2016)

During the analysis, the researcher found that Mercy Corps is the epitome of a non-governmental organisation that prides itself on the multisector collaboration of different agencies as set out in its Vision for Change in Figure 4. The organisation has successfully implemented collective impact working across the board by rising to the challenges of sustainable development and reaching out to multinational corporations or government to help strengthen the work they do. By encouraging all key stakeholders to adopt this approach when working with organisations or in the local community the organisation can successfully measure their progress and the empowerment of those they have helped.

Figure 4 – Vision for Change

(Mercy Corps, 2016)

On observing the case studies the researcher found that given the varied size, age and reach there was significant evidence to conclude that Creating Shared Value has not, in these cases impacted the integrity values that they had before adopting this approach. This cannot in any way be generalised to all NGOs of similar sizing as the countries in which they work in could play a big factor in them holding their integrity sacred or not, although many do share the same qualities as one another. From Figure 4 the reader can see that one large non-governmental organisation has far surpassed the others in adopting Creating Shared Value by implementing the strategy across the board of all stakeholders as well as making it evidently known on their website. This organisation has managed to succeed in keeping its integrity in tact whilst still striving for social change with the help of multisector collaborations who also believe in effecting change for society and the community in which they are a part of. This is no way can be generalised to other NGOs, especially those not studied as sustainable action is a challenge even for multinational corporations who have the finances to make it happen.

Presentation of Findings

As the research project took that of a qualitative approach it was necessary for the researcher to ensure that the data was readable, accurate and could be easily interpreted. With qualitative data being unquantifiable as opposed to the statistical nature of quantitative data it was crucial that the findings were presented in a way that was understandable. The research found that non-governmental organisations and multinational corporations opting to collectively join forces created a sustainable and alternative pathway to impacting social change on a larger scale then previously either would have been able to.

The researcher had to initially categorise the case studies in order of size to comprehend the data in a way that allows codes to be formed. As each case required a significant amount of time researching the different partners, the integrity, the value that has essentially been created and the perception on the organisation it was necessary for the research to format a structure that accounts for the "three-level framework" (Crane, et al., 2014) that Porter and Kramer had developed. This framework is about improving the business environment both locally and regionally by use of skill development, cluster strengthening and support local institutions. Redefining the value chain productivity by utilising staff, suppliers and resources in a more innovative way. Finally, reconceiving products, customers and societal needs by developing services or products aim specifically at unserved or underserved customers. (Harvard Business Shool, 2016)

The terms that initially emerged as being relevant coding categories were derived between the research purpose and terms used in existing literature on similar topics about creating shared value. It was important to the researcher that the coding was coherent in regards to the research framework as it has been mentioned that a category should have an internal and external aspect for the research to relate to other categories and to the data. (Saunders, et al., 2012, p. 558)

Figure 5 – Partnership Progression
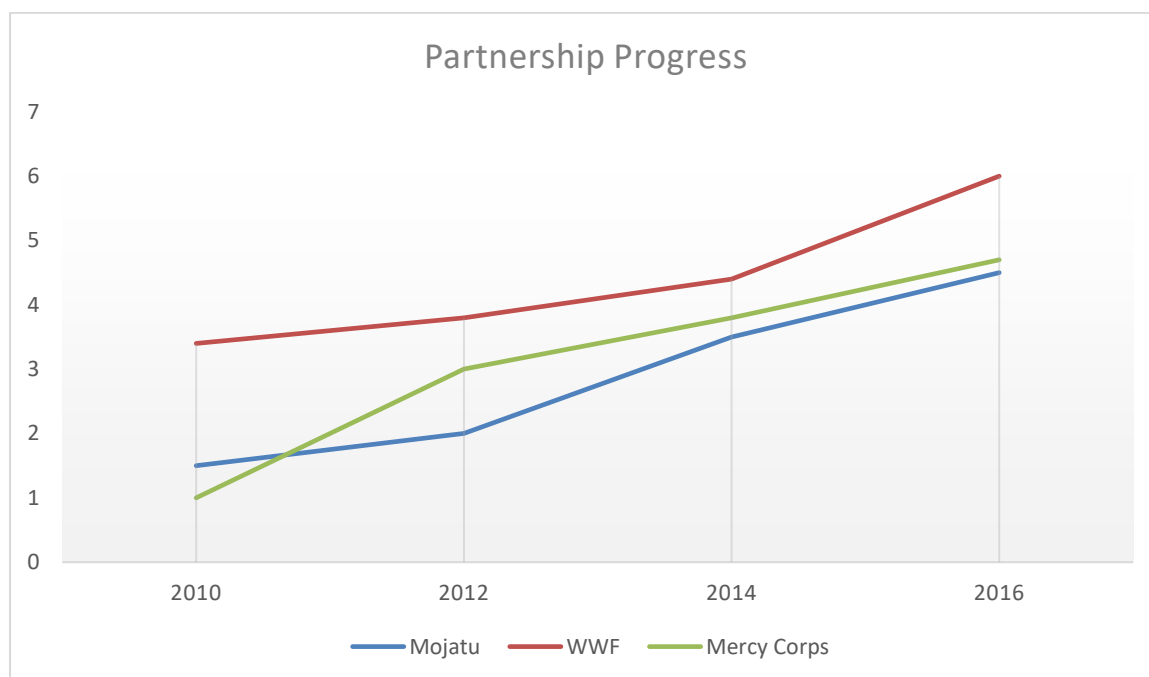
From Figure 5 above, it is evident that the partnership deals between the case study organisations have greatly benefitted the cause in which they were working on. The social action causes that the NGOs and MNCs aimed to solve and create shared value from is improving the situation of the community or society in that specific area. The researcher analysed the situation for sustainable seafood prior to the WWF and Walmart partnership deal and at the time there were only 300 seafood products with the MSC ecolabel on sale whereas now there are 23,000 products bearing the MSC ecolabel. (The Marine Stewardship Council, 2016)

The same comparison was found with the partnership between Mercy Corps and SwissRe. After Hurricane Tomas in 2010 businesses in Haiti were severely affected by the outbreak of Cholera. The partnership is part of a 5-year plan to protect clients from loss of livelihoods from natural catastrophes, so far it has enabled 27,000 small businesses to get insurance totalling $6.5 million. (Mercy Corps, 2013) Mojatu Foundations college in Kenya was operating at a capacity of just 27 students with the facilities for up to 150, this changed once the partnership

with University of Nottingham was struck as now they not only have the expertise but also the association behind them to help encourage more students in the small village to study at the medical college. This partnership also created value for the University as students studying on medical courses could take part in much needed medical internships in Kenya, whilst also living in the colleges boarding facilities. These internships enable the students gain invaluable experience in a developing country that can be applied when they return to continue their studies in the UK and beyond.

The findings did not acknowledge the personal viewpoints of management or staff in the NGOs who would have been able to provide the research with more validity regarding how they feel about corporate partnerships and creating shared value equally. What was found however showed the researcher that the multinational corporations involved were doing so for more than just economical advancements. It was unclear whether this was public pressure that initially guided them to consider the impact they could have on society by partnering with NGOs, but it was evident that social change on a large scale was increasingly important to their own company goals.
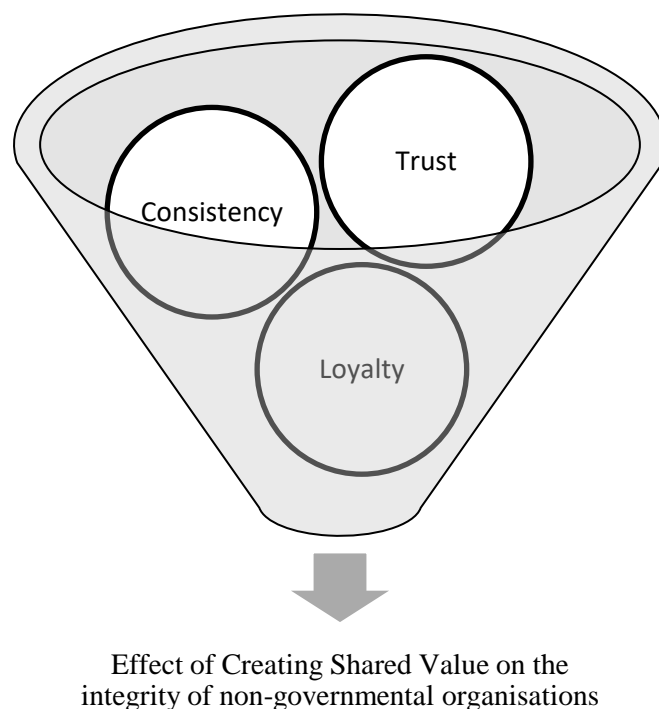
The researcher found that a small number of NGOs use stronghold tactics to unfairly pressure corporations into changing their business practices. The NGOs who act in a questionable manner do so for power and publicity rather than for the cause they are against. The organisations that do use aggressive methods do so to have "the highest impact and greatest visibility." (Fassin, 2009) These organisations are using media and social media developments to their advantage by forcing corporations and government to own up to their actions if they deem them to be unacceptable. By disregarding logic and objectivity NGOs forced corporations to adopt new practices and take corporate social responsibility seriously. Nowadays it is common for NGOs to come under fire for their ethical practices which can affect potential partnerships with multinational corporations wanting to improve their CSR practices. People for the Ethical Treatment of Animals (PETA) for example, is a non-governmental organisation that deliberately promotes unrest and uses aggressive tactics against corporations. When organisations such as this cause conflict and "un-civil behaviour" (Baur & Palazzo, 2011) a moral urgency encourages the need for more transparency and accountability.

As the research developed the initial key themes of integrity, Creating Shared Value and multinational corporations led to a reconsideration of the categories. It was vital for the research that the initial categories were sub-divided to keep the data to that of a small nature. This was

so that the researcher could keep on top of the research, in the time frame given. With further study, it was clear that other words needed to be considered and refined to fully understand the effect of CSV on integrity. The main themes that portrayed whilst researching the topic further were sustainability, ethics and collaboration. From the 3 case studies, journals and literature that were analysed these words stood out and frequented the most. These frequent words highlighted to the researcher that more research needs to be done into these fields to ensure the topic is well rounded however it did become clear that Creating Shared Value is influencing the integrity of NGOs, especially the way in which the NGO was perceived in the public.

Creating Shared Value had enabled the NGO to enhance its public and private standing as they could affect change on a large scale. As you can see from Figure 6 below the researcher found that the effect that Creating Shared Value is having on NGOs and MNCs is added trust from other organisations, corporations and the public, loyalty from partners and employees who all share a common goal of achieving wider social change and finally the consistency of keeping the integrity values steady and stable.

Figure 6 – CSV on Integrity in NGOs

Effect of Creating Shared Value on the
integrity of non-governmental organisations

The researcher found that although the study cannot be generalised on a wider scale, CSV is affecting the integrity of NGOs but in a positive way. It is allowing NGOs to truly be

themselves whilst also benefitting the organisations that they have partnered with. The organisations that were part of the case study all met the collective impact elements that needed to be in place for value to truly be created. Corporations and non-governmental organisations that fail at creating shared value do so because they miss the opportunity, are not trusted or do not invest the time and finances into it.

Summary

The intended output of the study was to prove and observe the hypothesis that Creating Shared Value reinforces integrity values in NGOs and MNCs. As you can see from the analysis this hypothesis was confirmed through the 3 case studies used, however it was found that there needed to be more statistical analysis conducted on a larger scale to fully generalise the results across international borders. The researcher found that corporations who defined their CSR policies could more effectively partner with NGOs for the greater good of the public and environment. Many small NGOs lack the staff with adequate knowledge to shift to a Creating Shared Value mindset with large ones often trying to accomplish too many things at once causing more difficulty when trying to find the right partner. The discussion that follows will explain in more detail the relevance, limitations and implications of the research topic.

Chapter 7
Discussion
Research Relevance
The research question, objectives and hypotheses have an important relevance due to the current state of affairs with NGOs seemingly wielding more power than MNCs in a globalised society. The research that was undertaken was chosen because as more and more non-governmental organisations appear on a global scale it is pertinent that they acknowledge and address the potential threats to their integrity, especially in international situations. Integrity to a lot of people and organisations is of high importance, but with non-governmental organisations operating globally and multinational corporations doing business with many different countries it is a part of a virtue that is being lost to the rat race.

The research topic that has been chosen is one that is meant to draw NGOs and multinational corporations to the effects they are having on each other when joining forces to make a partnership and to the implications of what not taking in the ethical standards of the NGO is doing to consumers and other business partners. It is an important topic as it addresses the needs of multinational corporations and non-governmental organisations to work together on social projects but also acknowledges that sometimes these partnerships are not always equal economically.

Partnerships due to lack of financial resources are common among NGOs as they focus on addressing the social ills in the community because it is the right thing to do rather than focus on the best way to obtain a profit. These partnerships tend to be with corporations, universities or government agencies who heavily influence the way in which the NGO conducts business. Recently the governments in bigger countries worldwide have been passing legislation to place further conditions on NGOs if they are to be conducting business activities vital to achieving the Sustainable Development Goals.

The governments in more than 60 countries have passed and drafted laws which limit the activity NGOs can take part in. Many are not able to operate fully due to foreign funding cuts, restrictions with registration or association, gagging and anti-protest laws. (Sherwood, 2015) You can see in Table 3 the measures that a few countries have taken to ensure NGO activity is curtailed and between formal legislation and harassment or intimidation, NGOs will find it more difficult over the following years to ensure future funding for campaigns and activities.

Table 3 – NGO Activity

Country	NGO Crackdown
India	Licences for more than 13,000 organisations have been revoked for alleged violations of a law on foreign funding.
China	NGOs will be required to register with the police and obtain approval to carry out activities, and submit annual activity plans and budgets to a supervisory unit.
Russia	"Undesirable" international NGOs can be shut down. In July, the Washington-based National Endowment for Democracy became the first organisation to be banned under the new law.
Egypt	Sweeping new legislation on "terrorist entities" could encompass human rights and civil society organisations. NGOs are already required to register with the government.
Uganda	A government-appointed board will have power to reject or dissolve NGOs and civil society organisations. Harsh penalties – including imprisonment – await individuals who violate a law enacted in April.
Cambodia	A new law requires registration and annual reports to be filed with the government. NGOs can be disbanded if their activities "jeopardise peace, stability and public order or harm the national security, national unity, culture and traditions of Cambodian society".
Israel	A draft law seeks to cut off foreign funding by introducing a tax and labelling NGOs with external finance as "foreign agents" receiving funds from foreign governments to continue their work.
Hungary	Viktor Orbán, Hungary's populist prime minister, has called for the monitoring of certain "foreign-funded civil society organisations" that he describes as "agents of foreign powers".

(Sherwood, 2015)

From looking at the previous chapters you can see that integrity and organisations work hand in hand, given that all non-governmental organisations and multinational corporations possess some type of ethical standard for employees and stakeholders to take heed of. It becomes a pertinent thing within organisations as many NGOs conduct business on the sole purpose of doing right by the people, unlike MNCs who are looking for the best profit making solution.

An ethical code of conduct sets out the standards which all members of staff become accustomed to. Integrity in NGOs considers elements of the local ethical values as well as the beliefs and thoughts of the chief executives or higher management teams. Consequently, it is important when forming a partnership with a new organisation, that multinational corporations do all they can to invest in the preserved integrity of that organisation and non-governmental organisations stay firm in not allowing MNCs to exploit their financial weaknesses.

When looking at previous research with a similarity to this topic it was clear that there was sufficient investigation conducted on the state of accountability within non-governmental organisations, the cultures within multinationals, and globalisation. However, there was less information on the correlation between integrity in non-governmental organisations, multinational corporations and just what the partnerships between them entail. This is what made the research topic a relevant and interesting one to study, as it addressed the pending gap in the research market for these ideas to be brought together cohesively. Within NGOs conducting business with integrity is what is instilled into the employees and volunteers, therefore other stakeholders particularly those in foreign countries may have a hard time understanding the regulated norms and values that are placed so high and therefore ultimately struggle with the working environment.

It was relevant to research the Creating Shared Value approach to CSR in more detail as it is one that takes on a new CSR element regarding value creation with NGOs and MNCs working cohesively for the benefit of society and profits. CSV, although it has its critiques, has not been researched in full detail previously as most theorists have automatically discounted it due to its stark similarities to previous CSR approaches. It is a theory that needs to be approached in more detail, especially considering how closely MNCs, the government and NGOs are expected to work together to "not only advance social progress but also find economic opportunities" (Kramer & Pfitzer, 2016) that may be missed by other competitors. The collective impact movement is one that considers the value obtained by multisector coalitions. The research topic focuses on theses multisector coalitions but has a deeper emphasis on what is to be gained or lost from NGOs regarding their integrity and ethics. If these players coordinated their efforts to effect change, ultimately would one have to sacrifice more than the others?

Research Limitations

The research topic brought with it a few limitations, primarily due to the overall scope of the topic and no access to senior managers who deal with CSR within multinational corporations.

This was a limitation that prevented the researcher from gaining access to vital inside information such as the unpublished values of the multinational corporations from the case studies. It also denied the researcher access to information from employees regarding their views on the corporations CSR activities within the organisation and whether they feel as though the company is honest in the CSR strategy it presents to them and the CSR strategy the public see. Within this is also the limitations of talking to employees who may be from different countries and how they feel about the corporate values they are being exposed to. Although not every employee individual ethical code may align with that of the corporations, the ethical code and values of senior management is one that shapes the integrity values the organisation presents. Therefore, this could have been beneficial to the research topic as it would have given inside information from the perspective of current employees and senior management for the researcher to analyse in more detail.

Another limitation to the research was due to the scope of the topic. The research was centred on integrity in non-governmental organisations linked to partnerships with multinational corporations. The researcher wanted to primarily explore this with multinational universities as the main theme for these partnerships as this is mainly where the research information lacked, however due to the constraints listed above with access issues this was not feasible. This new notion of universities acting as multinational corporations now that many have campuses in a few different countries was one that was interesting to the researcher, especially given that the most important partnerships for Mojatu Foundation were with 3 multinational universities. These partnerships with educational establishments for many NGOs have significant importance due to the lack of educational resources in many parts of the developing world.

An additional limitation was the information surrounding Creating Shared Value as it is a new concept to CSR it is still being explored by theorists and corporations alike. Although there is evidence of corporations and NGOs working together having adopted this method, this is still limited in practice as many organisations do not like to change to something new so rapidly without sufficient evidential proof that it will work for providing long-term profitability. Creating Shared Value is still the best theory for this research as it encourages a harmonious working relationship of multinational corporations and non-governmental organisations, harbouring the skills they each possess, making a profit and providing for communities. However, the limitations to the access of more in depth information proved difficult in providing a copious view on just how this theory can eliminate the question of whether a

business should have integrity or not and instead focus on how two seemingly separate businesses can use their integrity together to do better.

A further limitation to the research was the constrained timescale of just 5 months involved with setting the question to submitting the completed research. A longer research timescale would have enabled the researcher more time to gather extra data and undertake more advanced research into the integrity of NGOs who have partnered with MNCs. The timescale that was provided severely impacted upon the type of data collection methods that could have been used by the researcher with options limited to primarily focusing on using secondary data. This is unfortunate as adding a varied mixture of primary and secondary data methods of collection could have enabled a more in-depth study with results allowing for more reliability. As mentioned in Chapter 3 restraints in the time provided prevented the researcher from being able to thoroughly analyse the case studies which could therefore mean that interpretations of the case studies may have been explored further.

A final limitation to the research topic is the breadth of ethical business practices and integrity in business can reach. Linking in with the previous two points, the variety of values tangled in with the sustainability practices of corporations are vast and therefore hard to intricately analyse. Coupled with the research focused on the integrity compromises of NGOs for these corporations, and the partnerships that have adapted to CSV the research topic could have been too vague for the length and timescale. Globalisation allows us to acknowledge and explore multinational corporations and NGOs occupying different parts of the world, but it is hard to truly understand the ethical conduct of an organisation without first understanding the values and background of those stakeholders in senior management positions. Although technology provides access to information, this is limited and possibly has a bias view. Without having the time or the access to fully explore the values of these managers it limited the researcher in terms of addressing whether integrity for NGOs is optional or necessary.

Research Implications
The overall results of the research show that it is possible to generate the idea that integrity in business is necessary due to higher level of scrutiny that NGOs are now facing and the collective impact coalitions. A very small sample of case studies were used for the researcher to gain an initial insight into the topic and any further interesting conceptions that may have arisen. The exploratory model used for the study provided preliminary results that proved it was necessary to continue the study in more detail, but they were, however, results that were too vague to be fully considered as representing all non-governmental organisations working

collectively with multinational corporations and government agencies. The initial sample study focused on the partnerships Mojatu Foundation works with shown the researcher that it is possible to conduct a preliminary study and then refine and expand it as the research continues. An implication of this is that it can provide the researcher with a framework that may not be true for all NGO partnerships, especially when looking at the larger ones with more global power and influence. It provides a context from which to begin studying integrity in NGOs and then leads into more detail by focusing on how the partnerships affect this and how CSV can counterbalance it.

The research topic takes the nature of that of a convergent form as this is where attention should be paid regarding observations. The research was formed in a way that could measure the validity of the same concept if the same result were to be obtained with similar samples. (Sekaran and Bougie, 2013, p. 227) The study criticised and refined the initial sample method that was used to make it more developed for the final research analysis. The research could come into its own once the sample of case studies on NGOs and MNCs was defined, without focusing too much on those that have just been successful but also those that have foregone their integrity and lost out on credibility in the long run because of it. The reliability of the study and the ability to refine it but still in part stick to the initial sample that was used strengthened the research study overall as it showed that the topic is one that can yield similar results throughout.

The research methods used in the study were combined in a similar way as to what has been previously done before in other comparable research. Analysing the content to pick out the key points and themes that were relevant allowed the researcher to target the study in specific areas, although it could be argued that this steering of the research causes a loss in reliability to the results. The case study method of categorising this content that was found, then breaking it down into smaller data chunks and coding it to keep track of the number of appearances was utilized to develop the final analysis in a more refined way. By using data analysis techniques this allowed the researcher to refine the research sequentially, taking account of other possible ways in which the data could be construed to disprove the theory.

The study was undertaken with the idea of focusing on specific themes however the results are relatable in a way to previous similar research that has been completed. Although the research differs greatly from those of a similar nature, the findings still point to integrity being vital to ensuring reasonable business practices and CSV as the greatest option for multisector coalitions

alleviating the criticism that many organisations are facing regarding ethical codes. The final study was refined slightly from that of the themes that were addressed in Chapter 4 of this research however they still greatly interrelate with one another and prove a consistent source in the overall findings.

From the findings, it is evident that further research into the field of CSV needs to be addressed, especially over the coming years with the lack of support now being given to NGOs from many governments. Governments and corporations need to be able to access this in-depth research in this field highlighting the ways in which CSV is crucial to the embodiment of integrity, human and environmental rights worldwide and the advances in profits for a stronger economy. Without this further research, there would be a sharp decline in the number of NGOs over the coming years, as the government crackdowns and difficulty obtaining funding means many will close, putting those directly affected by the cause in which they were fighting for at greater risk. This research would help those in senior management positions at corporations and NGO directors see that working in alignment rather than in opposition with one another could affect more change. Both actors need one another for different reasons, but the most important part of this research is that NGOs do not compromise on their integrity for the benefit of the MNC as this is not how CSV and collective impact would work best.

Chapter 8
Conclusion

In conclusion, questions of integrity have arisen in business due to corporate intentions being exposed with a vast difference between the actions they claim they have done and what they have really done. There has been a rise in the demand for organisations and corporations to act with integrity, essentially acting in truth like they say they will. According to Brenkert (2004, p. 4) corporations are made up of the fundamental values of individuals and if they lack a dysfunctional culture then they therefore act on their mission with a form of integrity. Few authors agree that businesses should not engage with social responsibility and the view to act with integrity if this is not the best profit making solution for the business.

Corporate social responsibility for many organisations takes place solely for enhanced public relations or in profit making circumstances. This is why CSR is often seen as "a clock worn when convenient by businesses that have little concern for the interests of others." (Brenkert, 2004, p. 3) Although CSR is not deemed as the core role of the business, there must be efforts taken to ensure that value is created with the correct management of business activities and partnerships. The Creating Shared Value model of CSR is on that provides for the accountability of not only multi-national corporations but also non-governmental organisations who ordinarily would not be subject to the same scrutiny and regulations.

There have been numerous cases involving NGOs negotiating their stance on important topics just to retain the support of corporations and other stakeholders who provide adequate resources for them. Compromising on their beliefs or mission-orientated goal will only put the NGO in a distrust to the public as well as ensure that they have sold out for financial reasons. In this era of social media any action a company takes, especially an NGO, is heavily documented and scrutinised by competitors, government and the public whom they are meant to be doing the right thing for. Rowley and Moldoveanu argued that just the idea of negotiating an issue might be unacceptable for some stakeholders such as NGO activists. (Crane, et al., 2014) The identity of that NGO will be threatened and put into question as the power struggle between multinational corporations and non-governmental organisations continues.

Integrity may be deemed optional for many multinational corporations as they have the sufficient power and control to decide on stripping back their social responsibilities, however, for non-governmental organisations integrity is what they lead with, it is what is at the core of the business as the whole business model is organised around doing the right thing for the

people. This is not something that can be nor should be compromised and therefore this is something that can only be deemed necessary. Integrity in corporations is often questioned due to the rise in ethical conflicts in business with some countries conducting business in a more transparent way than others. In developing countries, there is a contention with things such as corruption, bribery and fewer social resources due to the notion that survival is more prevalent than success.

From the research, you can see that a small NGO such as Mojatu Foundation who has limited partnerships is also open to the same level of power struggles as large NGOs such as the World Wildlife Fund or Mercy Corps with global partnerships. Although varied in size and power, the risk of collusion and corruption stay the same throughout, depending on what country the NGO operates in. Greed is something that will prevail no matter what as some people are fuelled by this, however it can have its limitations in an organisational context if the rest of the stakeholders and shareholders are motivated by doing good rather than making as much profit as possible.

With the Creating Shared Value approach, non-governmental organisations and multinational corporations can counterbalance the need for transparency by working in a collective format together. There is an enhancement of competitiveness for corporations whilst also a provision for advancing the social and economic needs of society both locally and globally. By sharing value the profit corporations make allow for the company to grow at a much faster rate as it also encourages an advancement to communities. By addressing the issues that a community faces, corporations can implement business strategies that will help to advance management practices and thinking. Unlike general CSR, creating shared value is fundamental to changing the core of how a business operates by integrating social and environmental impacts into the business model to drive forward the economy. Creating Shared Value is a model that is sustainable and profitable for all involved as it encourages growth in profit margins and eliminates the problems faced by corporations using CSR as simply public relations. It provides non-governmental organisations with a secure and smart way to continue doing good in communities by using their strengths and the resources provided to them by corporations, without feeling as though they may have to compromise their integrity and values.

As highlighted it is easy for people to question the integrity, ethics, motivation and honesty of an NGO if they are conducting activities that are not approved of on a wider scale. This is why from the research you can see that NGOs need to have a structure in place to enhance their

legitimacy and provide accountability to the public. It is addressed that no matter how a multinational corporation or non-governmental organisation acts, be it with integrity or not, there will always be accusations of unethical behaviour from competitors or those with opposing views. This however is limited if the organisation in question is transparent and accountable when forming partnerships in different countries. These partnerships should be formed with the intention to utilise the Creating Shared Value approach, thus allowing society, the NGO and the corporation to advance simultaneously. If NGOs could financially sustain themselves then they would not have to question compromising their integrity for multinational corporations. There would be no space for integrity in business to be optional as it would be a necessary function of MNCs and NGOs for their long-term viability.

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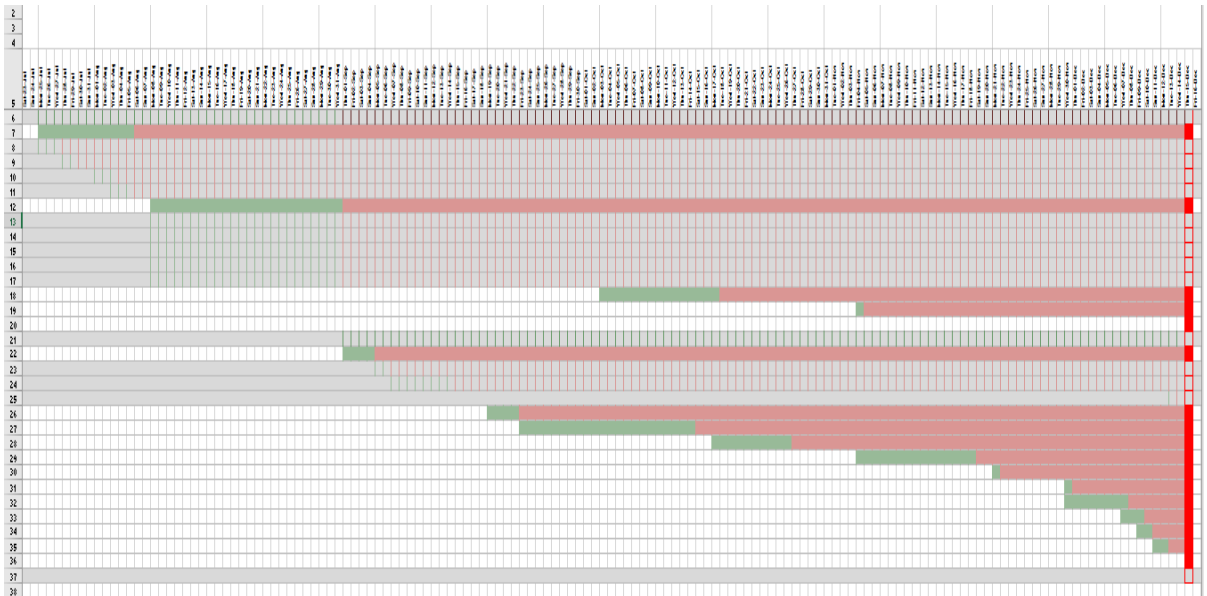
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Appendices
Appendix 1. – GANTT CHART

	ID	Task	Description	Start Date	Planned End Date	Actual End Date	Work Days Planned
2	▼						
3	1	**Thesis - Phase 1**		25-Jul-16	31-Aug-16		28
4	1.1	#Data Collection on Mojatu Found	Understand the NGO	25-Jul-16	05-Aug-16		10
5	1,1,1		**Company**	25-Jul-16	27-Jul-16		3
6	1,1,2		**Business**	28-Jul-16	29-Jul-16		2
7	1,1,3		**Corporate Social Responsibility**	01-Aug-16	03-Aug-16		3
8	1,1,4		**Partners**	03-Aug-16	05-Aug-16		3
9	1.3	#Research - Data on the topic	Topic Research	08-Aug-16	31-Aug-16		18
10	1,3,1		**Creating Shared Value**	08-Aug-16	31-Aug-16		18
11	1,3,2		**Corporate Social Responsibility**	08-Aug-16	31-Aug-16		18
12	1,3,3		**Integrity**	08-Aug-16	31-Aug-16		18
13	1,3,4		**Non-Governmental Organisations**	08-Aug-16	31-Aug-16		18
14	1,3,5		**Multinational Corporations**	08-Aug-16	31-Aug-16		18
15	1.3.6		Preparation of Topic Proposal	03-Oct-16	17-Oct-16		11
16	1.3.8		Decison Making - NGOs for case studies	04-Nov-16	04-Nov-16		1
17	2	**Thesis - Phase 2**		01-Sep-16	14-Dec-16		75
18	2.1	#Thesis	Write a plan for the Thesis	01-Sep-16	04-Sep-16		2
19	2,1,1		**Chapters for consideration**	05-Sep-16	06-Sep-16		2
20	2,1,2		**Formulate literature sources**	07-Sep-16	14-Sep-16		6
21	2,1,4		**Tables, Figures & Acknowledgements**	13-Dec-16	13-Dec-16		1
22	2.2		Introduction	19-Sep-16	22-Sep-16		4
23	2.3		Critical Literature Review	23-Sep-16	14-Oct-16		16
24	2.4		Research Context & Conceptual Framework	17-Oct-16	26-Oct-16		8
25	2.5		Research Methodology	04-Nov-16	18-Nov-16		11
26	2.6	#Supervisor feedback	Send to supervisor for feedback	21-Nov-16	21-Nov-16		1
27	2.7		Follow up	30-Nov-16	30-Nov-16		1
28	2.8		Data Analysis & Findings	30-Nov-16	07-Dec-16		6
29	2.9		Discussion	07-Dec-16	09-Dec-16		3
30	2.10	#Final Feedback	Conclusion	09-Dec-16	10-Dec-16		1
31	2.11		Executive Summary	11-Dec-16	12-Dec-16		1
32	3	**Thesis Deadline**		15-Dec-16			0

Appendix 2. – Thesis License Agreement

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Thesis License Agreement

Name: **Aisha Howson**

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Nationality: **British**

Master's (Dissertation) ☒   **Master's (Project) ☐**

Title of the Dissertation / Project:

Integrity in Business: is it necessary or optional for NGOs?

Supervisor (s): **Professor Álvaro Rosa**

Conclusion Year: 2016

Master course designation: **Master in Management**

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Appendix 3. – Declaration of Honour

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Declaration of Honour
Dissertation delivery / master's Project Work

I, the undersigned, hereby declare:

- I am the exclusive author of the presented work, my work is original, and I used references and quoted all sources used.

- I authorize that my work be submitted to SafeAssign - plagiarism detection tool.

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