

**The Role of Corporate Social Responsibility (CSR) in Promoting Stability and  
Development in Fragile Contexts**

**Word Count: 12803**

## Abstract

With a particular emphasis on Tullow Oil's operations in Ghana, this study investigates the function of corporate social responsibility (CSR) in fostering stability, development, and governance in unstable situations. The study evaluates the effects of CSR initiatives on stability and development, governance, and ethical business practices through a thorough review of secondary data. The effectiveness and shortcomings of these projects are also critically examined, with lessons learned for the next CSR tactics. Thematic analysis was prioritized in the review of secondary data in order to elucidate underlying patterns and discoveries. The results show that CSR can play a key role in promoting stability, promoting development, and promoting good governance, but its efficacy depends on the tactics used and the environment in which they are put into practice. The study also underlines the difficulties and objections raised by CSR programs, including problems with accountability and transparency. The study recommends that companies, government and policy makers put considerable effort to understand the function of CSR in delicate circumstances. The study recommends that firms work with NGOs and communities, maintain transparency, and integrate CSR programs with corporate strategy. Government officials should develop enabling rules, provide rewards for superior CSR performance, and enforce compliance. Future studies should investigate various environments, make use of longitudinal studies, and use multidisciplinary strategies. With the help of these recommendations, society's stability and governance will hopefully be strengthened in fragile circumstances. The knowledge gained from this study adds to both the theoretical comprehension of CSR and its actual use in challenging and unstable contexts.

Keywords: Corporate Social Responsibility, fragile contexts, stability, development, and governance

## Table of Contents

Abstract.....	2
1.0 Chapter One: Introduction.....	6
1.1 Background .....	6
1.2 Research Rationale .....	7
1.3 Aims and Objectives.....	7
1.3.1 Aim .....	7
1.3.2 Objectives.....	7
1.4 Significance of the Project .....	8
1.5 Structure of the Project .....	8
1.6 Conclusion.....	9
2.0 Chapter Two: Literature Review .....	10
2.1 Introduction .....	10
2.2 Overview of Corporate Social Responsibility (CSR).....	10
2.2.1 Introduction to Corporate Social Responsibility (CSR).....	10
2.2.2 Importance of Corporate Social Responsibility (CSR) .....	11
2.2.3 CSR in Businesses .....	11
2.3 CSR in Fragile Contexts.....	12
2.3.1 Introduction to CSR in Fragile Contexts .....	12
2.3.2 Impact of CSR in Fragile Contexts .....	13
2.3.3 CSR and Conflict Prevention .....	14
2.3.4 CSR and Development.....	14
2.4 CSR and Governance .....	15
2.4.1 Introduction to CSR and Governance .....	15
2.4.2 Impact of CSR on Governance.....	15
2.4.3 CSR, Transparency, and Accountability.....	16
2.4.4 CSR and Ethical Business Practices .....	16
2.5 Effective CSR Strategies in Fragile Contexts.....	17
2.5.1 Introduction to Effective CSR Strategies.....	17
2.5.2 Analysis of Successful CSR Strategies.....	17
2.5.3 Lessons Learned from Successful CSR Strategies.....	18
2.5.4 Application of Lessons in CSR Initiatives.....	18
2.6 Research Gaps.....	19

2.7	Conclusion.....	19
3.0	Chapter Three: Research Methodology.....	21
3.1	Introduction .....	21
3.2	Research Approaches and Frameworks.....	21
3.2.1	Selection of Research Approach .....	22
3.2.2	Case Study Selection .....	22
3.2.3	Application of Research Approach.....	22
3.3	Research Data .....	23
3.3	Data Sources .....	24
3.4	Data Collection Methods .....	24
3.4.1	Search Strategy .....	25
3.4.2	Inclusion and Exclusion Criteria .....	25
3.5	Data Analysis.....	26
3.6	Limitations.....	27
3.7	Conclusion.....	27
4.0	Chapter Four: Results and Discussions .....	29
4.1	Introduction to Findings and Analysis.....	29
4.2	Presentation of Findings .....	29
4.2.1	Tullow Oil's CSR Initiatives in Ghana.....	29
4.2.2	Impact on Stability and Development .....	31
4.2.3	Impact on Governance.....	31
4.2.4	Challenges and Criticisms.....	32
4.3	Thematic Analysis .....	33
4.3.1	Theme 1: Promotion of Stability .....	33
4.3.2	Theme 2: Driving Development .....	34
4.3.3	Theme 3: Encouraging Good Governance .....	35
4.3.4	Theme 4: Effective CSR Strategies .....	37
4.4	Case Study Insights.....	38
4.4.1	Recommendations for Future Initiatives .....	38
4.5	Limitation of Findings.....	39
4.6	Discussion.....	40
4.6.1	Discussion of Impact on Stability and Development .....	40
4.6.2	Discussion of Impact on Governance.....	40

4.6.3	Discussion of Effective CSR Strategies .....	41
4.6.4	Theoretical Contributions .....	41
4.7	Conclusion.....	42
5.0	Chapter Five: Conclusions and Recommendations.....	43
5.1	Summary of Key Findings.....	43
5.2	Discussion of Implications.....	44
5.3	Recommendations .....	44
5.3.1	Recommendations for Businesses .....	44
5.3.2	Recommendations for Policymakers .....	45
5.3.3	Recommendations for Future Research .....	45
5.4	Limitations and Future Research .....	45
<b>References</b>	.....	<b>46</b>

## 1.0 Chapter One: Introduction

In fragile contexts where conventional governance and development models frequently fail, corporate social responsibility (CSR) has emerged as a critical tool for supporting stability and development (Wirba, 2023). The multidimensional role of CSR in fragile contexts is thoroughly investigated in this study. The current issue is intricate and entrenched in difficulties with governance, conflict resolution, and sustainable development in fragile contexts. The need for this study was identified by the apparent gaps in the literature, particularly concerning how CSR may be strategically utilized in these contexts. The goals and objectives of this study are to determine how CSR activities can promote stability, promote good governance, and promote development, as well as to extrapolate effective strategies that can direct future CSR projects. The importance of this study rests in its ability to offer practical advice to organizations, decision-makers, and communities operating in fragile contexts, thereby fostering a more sustainable and peaceful future.

### 1.1 Background

The issue's root is the intricate interplay between corporations, government, and society's needs, particularly in fragile contexts where conventional approaches frequently fail to address fundamental problems. Stability and development face particular difficulties in fragile contexts marked by poor governance, socioeconomic inequality, and recurrent conflicts (Plänitz, 2019). The issue arose from the realization that traditional governmental and non-governmental interventions needed to be more frequent and out of step with the local requirements and dynamics (Kourula et al., 2019). Due to this gap, other approaches were investigated, with CSR emerging as a promising route.

Evidence and data indicate that in many fragile contexts:

- Governance: Developmental efforts are hampered by a poor or corrupt government, frequently lacking social cohesiveness and trust.
- Economic Disparities: Lack of opportunities and economic inequality are factors in social unrest and war.
- Environmental Challenges: Unsustainable behaviors worsen environmental degradation, further destabilizing these areas (Ofoeda et al., 2023).

The Niger Delta region of Nigeria is a noteworthy case study, where the actions of oil firms caused civil instability and environmental deterioration. Some of these corporations' CSR initiatives, like community involvement and investment in local development, have demonstrated the potential to resolve some of

these difficulties (Angela et al., 2021). However, the efficiency and durability of these initiatives are still up for discussion and research. Another illustration is the use of CSR in the mining sector in the Democratic Republic of the Congo to address concerns about community development, labor rights, and environmental preservation. Although these activities have raised awareness of CSR's potential as a tool for positive change, difficulties, and objections exist (Dupuy, 2014). These examples highlight the intricacy of the issue and the demand for a sophisticated comprehension of CSR's function in fragile contexts. The research justification is discussed in more detail in the following part, which will also clarify why this study is necessary to close the knowledge gap.

## 1.2 Research Rationale

The urgent need to comprehend and realize the transformative potential of CSR as a tool in fragile contexts, an area still understudied, serves as the foundation for this study. The use of CSR in fragile contexts is a relatively unexplored field, despite the rising literature on the topic (Latapí-Agudelo et al., 2019). The research gap results from the absence of thorough studies investigating how CSR might be adjusted to suit the difficulties of fragile contexts. This includes comprehending how CSR may advance stability, avert disputes, spur growth, and support ethical leadership (Thao-Nguyen et al., 2021). The necessity for this research is further supported by the growing awareness of corporations' involvement in societal concerns and the pressing need to discover creative solutions to chronic issues in fragile contexts (Fallah-Shayan et al., 2021). This research aims to provide insightful knowledge and helpful advice for stakeholders operating in these fragile contexts by examining effective CSR methods and extrapolating lessons learned. After establishing the research rationale and the knowledge gap, the following section details the study's aims and objectives and further defines the investigation's scope and direction.

## 1.3 Aims and Objectives

With an emphasis on its potential to promote stability, development, and better governance, this study aims to provide a thorough knowledge of the role of CSR in fragile contexts.

### 1.3.1 Aim

To investigate and evaluate CSR's complex role in fostering stability and development in fragile contexts.

### 1.3.2 Objectives

- To research how CSR fosters peace, averts conflict, and fuels development in fragile contexts.
- To research how CSR promotes effective governance in these fragile contexts.

- To find and examine CSR tactics that work in fragile contexts, draw insights from them, and apply them to new CSR initiatives.

#### 1.4 Significance of the Project

The importance of this study rests in its ability to offer insightful analysis and helpful advice on how CSR might be used in fragile contexts, a topic that is becoming increasingly important in the current global environment.

- Academic Contribution: It advances knowledge by addressing a gap in the body of knowledge regarding CSR in fragile contexts and providing a nuanced appreciation of its intricacies.
- Practical Implications: Employing CSR practices that are effective in fragile contexts will help businesses, NGOs, and governmental organizations advance stability, development, and governance.
- Policy Development: Decision-makers can use the insights to create policies that support ethical business conduct under fragile contexts.
- Community Impact: The study may help shape community engagement techniques that encourage cooperation between local businesses and communities to address problems that are common to both.

This study is significant because it provides practical advantages to numerous stakeholders in addition to theoretical contributions. The next section outlines the structure of the project's organizational framework so that the reader has a clear path through the following parts of this investigation.

#### 1.5 Structure of the Project

This study project's framework is methodically divided into five chapters, each of which serves a particular function in exploring and analyzing the role of CSR in fragile contexts.

- Chapter 1: Introduction: The context, justification, goals, objectives, significance, and structure of the research are all covered in this chapter's overview.
- Chapter 2: Literature Review: An extensive examination of CSR knowledge is focused on discovering knowledge gaps and using them in fragile contexts.
- Chapter 3: Methodology: Detailed explanation of the study's methodology, including the steps taken to collect and analyze the data and the justifications for the technique chosen.



- Chapter 4: Findings and Analysis: Using the collected data, research findings are presented and evaluated.
- Chapter 5: Conclusion and Recommendations: Final conclusions of the study, together with recommendations for developing policy, conducting more research, and putting them into practice.

This structural approach ensures a comprehensive and cohesive analysis of the research topic, offering the opportunity for significant advancement in the field.

## 1.6 Conclusion

This introductory chapter has laid the foundation for the research, offering a comprehensive overview of the key elements that will be explored. This started with a general introduction to the research topic, followed by a detailed background that justified the research problem. The research rationale was then discussed, identifying the gap and the need for this study. The specific aims and objectives were clearly spelled out, leading to an examination of the project's significance across various domains. Finally, the project's organizational structure was described, giving the reader a road map. The next chapter explores the literature reviews with a clear grasp of the research's objective, scope, and significance. This chapter will critically analyze and explore existing knowledge and debates on CSR in fragile contexts.

## 2.0 Chapter Two: Literature Review

### 2.1 Introduction

This chapter aims to explore the theoretical frameworks and bodies of existing research to decide how Corporate Social Responsibility (CSR) enhance stability and growth in fragile contexts. The importance of this work is seen in its ability to transform how CSR is utilised to improve development, stability, and good governance in fragile contexts. This chapter draws from populist theories and literatures, such as Blowfield and Murray's (2008) assessing the effects of CSR in developing countries and Carroll's (1999) investigation of the CSR pyramid. Subsequent sections provide a proper overview of CSR, its application in fragile contexts, its impact on governance, CSR strategies that are effective, and the research methodologies and frameworks relevant to this study. This creates the foundation for an in-depth investigation of CSR's role in fragile contexts.

### 2.2 Overview of Corporate Social Responsibility (CSR)

#### 2.2.1 Introduction to Corporate Social Responsibility (CSR)

CSR has received much attention in business over the past few decades. Conceptually, the phrase "corporate social responsibility" (CSR) is in reference to organizations' moral obligations to their stakeholders including individuals outside the context of stakeholders, such as consumers, employees, environment, and the communities (Preuss, 2013). Across a specific period, Latapi-Agudelo (2019) posits that the concept of CSR has experienced an evolution to reflect current changes in organisational objectives and cultural values. Latapi Agudelo's (2019) postulations assert that the early representations of CSR focused strongly on moral decency and compliance with laws and regulations. For instance, Bowen (1953) defined CSR as an entrepreneur's responsibility to follow strategies, make decisions, or perform activities that support a community's goals and values. However, these definitions have been critiqued for either being too limited or leaving out some elements of corporate social responsibility.

A report by Gavin (2019) in Harvard Business Review offers a recent CSR definition as a company's ongoing commitment to act morally, foster economic growth, and improve the lives of its employees, their families, the local community, and society at large. This broader definition of CSR includes sustainability, human rights, and corporate governance. Still, it could be critiqued for being too vague and lacking in precision. A study by Soskis (2010) showed that earlier examples of CSRs are seen in the philanthropic works of industrialists such as Andrew Carnegie and John D. Rockefeller donating a huge portion of their wealth to charity. However, these early forms of CSR usually separated themselves from the companies'

core operations. They were more focused on charitable giving than on corporate responsibility and knowing the basics of CSR has helped us understand its importance in the modern business world.

### 2.2.2 Importance of Corporate Social Responsibility (CSR)

In the current business environment, corporate social responsibility (CSR) is crucial and cannot be understated. A paper by Pfajfar et al. (2022) states that businesses' evaluations by stakeholders, including investors, employees, clients, and the public, are now significantly influenced by CSR. This indicates a business's dedication to moral behavior, social justice, and environmental sustainability. An article by Stobierski (2021) showed how CSR programmes have a significant impact on both society and the environment. For instance, companies prioritizing sustainable practices can help protect the environment and slow the effects of climate change. Similarly, businesses that invest in employee or community development can benefit society. Examples of such results include Google's massive staff health initiatives (Latif et al., 2022) and Unilever's Sustainable Living Plan (Budapesti, 2018), which aims to reduce the environmental impact of its products by half.

Some literatures like Freund et al. (2023) have criticized the significance of CSR, claiming that it detracts from the primary goal of corporations, which is to make money for shareholders. Others like Ham and Kim (2020) postulate that CSR represents a public relations tactic or whether companies can operate in the public interest. However, the trend towards increased corporate social responsibility is advancing rather than waning despite these criticisms. This prompts this review to consider the function of CSR within corporations and its practical application.

### 2.2.3 CSR in Businesses

Abbas and Dogan (2022) explains that modern firms must consider how Corporate Social Responsibility (CSR) can affect their operations, strategy, and general employee attitude. CSR is implemented by businesses in a variety of ways, from environmental sustainability programmes to community development efforts to ethical labour practices (Masum et al., 2020). These programmes provide them with various advantages, such as higher brand recognition, increased consumer loyalty, increased employee happiness, and potential cost savings due to efficiency improvements. Starbucks, for instance, has put in place a thorough CSR strategy that emphasises supporting sustainability, procuring coffee ethically, and giving back to the areas in which it operates (Enquist and Haglund, 2011). This Starbucks approach is similar to how Patagonia, an outdoor clothing brand, is well known for its dedication to environmental sustainability and how it permeates all parts of its business operations (United Nations Environment Programme, 2019).

Nevertheless, there are several drawbacks to CSR implementation in firms. According to Gatti et al. (2019) and Cho et al. (2019), CSR programs frequently focus more on enhancing a company's image than having a real impact. Others draw attention to the "greenwashing" practice, where companies utilise CSR to divert attention away from their less moral corporate practices.

Despite these criticisms, it is evident that CSR has become a crucial component of corporate strategy. This prompts the examination of CSR's potential flaws and the arguments around its social responsibility in further detail. Although it's being praised for its ability to spur positive change, CSR is not without its detractors. A significant criticism of CSR by Gatti et al. (2019) is the practice of "greenwashing," in which businesses exaggerate how environmentally friendly they are. This is frequently achieved through marketing campaigns emphasizing small-scale environmental actions while neglecting severe ecological harm. For example, Jones (2019) posits that the large oil and gas corporation BP has come under fire for its "Beyond Petroleum" campaign, highlighting renewable energy despite its primary engagement in fossil fuels. Volkswagen also came under fire for touting its "clean diesel" vehicles, which eventually had high emission levels beyond the legal limit (Fitzgerald and Spencer, 2020).

The involvement of businesses in societal concerns is a further criticism of CSR. Critics such as Abiddin et al. (2022) contend that businesses need to be equipped to address social issues and that their initiatives could conflict with the work of governmental and nonprofit institutions. They argue that companies should concentrate on their primary responsibility of making profits and leave societal challenges to organisations that are better suited to address them. These criticisms bring to light the difficulties and disputes surrounding CSR, laying the groundwork for a discussion on the function of CSR in fragile contexts when its effects may be much more substantial.

## 2.3 CSR in Fragile Contexts

### 2.3.1 Introduction to CSR in Fragile Contexts

In Rezaeinejad et al. (2021) report, Corporate Social Responsibility (CSR) plays a crucial role in fragile contexts not just beyond stable and industrialised contexts. Weak state capability or legitimacy that makes it difficult to deliver essential services, defend human rights, and/or successfully prevent or manage conflict are typical characteristics of fragile contexts. These contexts create difficulties for business, including political turbulence, a lack of a robust legal system, corruption, and societal unrest (Cicchiello et al., 2023).

According to Zhu et al. (2022), CSR is essential under these circumstances because businesses may promote stability and growth via their activities and initiatives. They can contribute to peacebuilding, essential services, employment creation, and filling in for the state's shortcomings (Melin, 2021). This viewpoint has faced criticism from Golgeci et al. (2021), claiming that firms might need more knowledge or skills to properly contribute to stability and development, given the local environment. Vargas (2013) perspective is for companies to take care in the planning and execution of their CSR programmes to prevent unintentionally aggravated tensions or contribute to violence.

Business like Coca-Cola have developed CSR efforts in fragile contexts like Nigeria and Afghanistan. Despite their difficulties, these programmes have great promise to benefit the local populations (Hopkins, 2012; Lambooy, 2011). The influence of CSR projects is investigated in fragile contexts, starting with how they help maintain stability.

### 2.3.2 Impact of CSR in Fragile Contexts

The promotion of stability in fragile contexts is greatly aided by corporate social responsibility (CSR) (Cash, 2012). Cezarino et al. (2022) posits that businesses may support economic stability by creating jobs, boosting local economies, and offering necessary services through CSR programmes. A company might assist regional small and medium-sized businesses, invest in the area's infrastructure, or provide career training.

However, there is disagreement over how well these initiatives promote stability. Frederiksen and Himley (2020) reiterated that there may be a chance for immediate gains, detractors contend that long-term stability can only be attained if these programmes are part of a larger, coordinated strategy involving the government and civil society. Economic activity only sometimes considers the local environment, which is another vital factor to keep in mind. In that case, there is a risk that they will unintentionally worsen tensions or fuel conflict (Bilham, 2021).

Khan and Meel (n.d) reported that the effort done by MTN in Afghanistan serves as an illustration of how CSR works to promote stability. Despite the challenging climate, the company has invested in local infrastructure, offered telecommunications services, and produced jobs, promoting economic stability in its work areas. Therefore, how CSR affects stability in fragile contexts has been understudied; how it affects conflict prevention is necessary to be investigated.

### 2.3.3 CSR and Conflict Prevention

In fragile contexts, corporate social responsibility (CSR) can significantly contribute to preventing conflict (Khan and Lockhart, 2022). Fallah Shayan et al. (2022) has shown that the fundamental causes of violence, such as poverty, inequality, and a lack of access to resources, can be addressed by businesses through their CSR programmes. For instance, a company may use fair labour practices, contribute to community improvement, or support environmental sustainability. Critics of CSR's contribution to conflict avoidance do exist, nevertheless. In Jauernig and Valentinov (2019), it was contended that corporations must be equipped to handle the intricate social and political problems that frequently give rise to conflicts. Some warn that businesses can unintentionally fuel conflict if seen as appropriating local resources or favoring groups (Ganson et al., 2022).

Devlin (2023) noted how the activities of Rio Tinto in Papua New Guinea serve as an illustration of CSR's contribution to conflict prevention. The corporation has conducted several CSR activities in this area to ease tensions, avert conflicts, foster community growth, and protect the environment. After examining the function of CSR in reducing conflict, this review's attention now turns to how it affects growth in fragile contexts.

### 2.3.4 CSR and Development

A crucial stimulus for progress in fragile contexts can be found in corporate social responsibility (CSR). Through CSR programs, businesses can promote economic growth by encouraging job creation, bolstering local economies, and making infrastructure investments (Camba et al., 2022). The evolution of society can also be aided by financial investments in social programmes like healthcare, education, and other support systems (Naveenan et al., 2022).

However, concerns have been raised about how well CSR promotes development in fragile contexts. With Miklian and Berkemeyer (2022) expressing skepticism that companies can support growth but cannot replace the government and other development players. Concerns exist over the viability of these projects, mainly if they depend on the company's survival. Coca-Cola's efforts in Africa are an illustration of how CSR fosters development. To promote economic and social growth, the corporation has launched several CSR programmes, such as investing in regional supply chains, facilitating access to clean water, and assisting with healthcare and educational programmes (Johnson, 2019). After examining the function of CSR in development, it is important to consider how it affects governance in fragile contexts.

## 2.4 CSR and Governance

### 2.4.1 Introduction to CSR and Governance

Understanding how Corporate Social Responsibility (CSR) and governance interact is essential to comprehend the function of firms in fragile contexts. Processes, systems, and structures describe how societies govern and make decisions. Accountability, openness, rule of law, inclusiveness, and responsiveness are characteristics of good governance. In Li et al., (2021), CSR is said to be essential for good governance because businesses can change governance structures and procedures via their actions and activities. This can achieve this through encouraging openness and responsibility, upholding the law, cooperating with all stakeholders, and meeting societal needs and expectations (Wirba, 2023).

Companies with CSR programs to enhance governance include Microsoft and Unilever (Aziz, 2023). Promotion of moral business conduct, interaction with stakeholders, and support for legislative changes are some of these approaches (Salvioni and Gennari, 2019). The connection between CSR and governance has been established, examining the specific effects of CSR activities on control in fragile contexts is imperative.

### 2.4.2 Impact of CSR on Governance

Corporate social responsibility (CSR) can substantially contribute to promoting sound governance in fragile contexts. Through their CSR programmes, businesses can advance good governance ideals like accountability, transparency, and the rule of law. For example, they can execute moral corporate practices, interact with stakeholders transparently and accountably, and seek policy changes that support good governance (Parajuli, 2019). The efficiency of CSR activities in supporting good governance has come under scrutiny. Aguilera (2023) claims that businesses might need more competence or awareness of the local context to properly promote good governance. Concerns exist over how firms might use their power to influence governance procedures to their advantage.

The activity of the mining company, Rio Tinto in Mongolia, serves as an illustration of how CSR promotes good governance (Millington et al., 2022). A variety of CSR activities that the company has put in place to support accountability, transparency, and the rule of law have helped to strengthen governance in the areas where it conducts business (Vemuri et al., 2023). Now that we have examined how CSR affects governance, we will explore how it encourages accountability and transparency.

### 2.4.3 CSR, Transparency, and Accountability

Corporate Social Responsibility (CSR) can significantly promote transparency and accountability, two essential components of effective governance (Yusuff et al., 2019). Businesses can increase transparency through their CSR programme by being honest about their operations, choices, and effects. By accepting responsibility for their actions and being answerable to their stakeholders, they may encourage it (Buell and Kalkanci, 2021).

However, there is disagreement over how well CSR works to encourage accountability and transparency. A practice known as "greenwashing" is the claim made by detractors that companies should only divulge positive information. Concerns exist over whether companies can be held fully accountable without effective regulatory frameworks and enforcement practices (Choi et al., 2023). Initiatives by businesses like Unilever and Nestle are examples of CSR that promote accountability and openness. These businesses release thorough sustainability reports that outline their social and environmental implications (Caratas, 2023). Additionally, they interact with stakeholders via various channels and address their issues and feedback.

### 2.4.4 CSR and Ethical Business Practices

The promotion of ethical business practices can be significantly aided by corporate social responsibility (CSR). Ullah et al., (2021) posits that by following the law, respecting human rights, treating employees fairly, and conducting business in an environmentally sustainable way, companies may show through their CSR programmes that they are committed to acting ethically. It has been questioned, nevertheless, whether CSR helps foster moral company conduct. The argument put out by critics is that companies may employ CSR as "window dressing" to improve their public image while still engaging in unethical behaviour (Wang et al., 2022). Concerns exist over the absence of generally recognised criteria for ethical business conduct, which can result in contradictions and ambiguity.

The initiatives of corporations like Patagonia and The Body Shop are examples of CSR encouraging ethical business practices. Jokinen (2023) posited that these businesses have implemented extensive CSR plans that cover fair trade, animal welfare, ethical sourcing, and environmental sustainability. Discussion on successful CSR tactics that have been used in fragile contexts after examining the function of CSR in encouraging ethical business practices will be further elaborated.



## 2.5 Effective CSR Strategies in Fragile Contexts

### 2.5.1 Introduction to Effective CSR Strategies

In fragile contexts where the stakes are high, and the problems are complicated, effective CSR practises are essential. These tactics can assist companies in overcoming the difficulties presented by these environments, promote stability and growth, and strengthen stakeholder relationships (Khan et al., 2021). Effective CSR plans frequently incorporate a multi-stakeholder approach, a commitment to long-term participation, a comprehensive awareness of the local context, and an emphasis on local capacity building (Glass et al., 2023). Additionally, they demand that firms go beyond conventional charity and include social and environmental concerns in their fundamental economic activities.

Businesses like Tullow Oil in Ghana have successfully implemented CSR practices in fragile contexts. In addition to promoting stability and growth in these environments, these initiatives have improved the companies' reputations and connections with stakeholders (Attah and Amoah, 2023). This review now studies these strategies to ascertain what makes them successful in emphasizing the significance of successful CSR techniques in fragile contexts.

### 2.5.2 Analysis of Successful CSR Strategies

It becomes clear that effective CSR initiatives have several essential things in common when looking at how well they work in fragile contexts. These techniques frequently involve a multi-stakeholder approach, reflect a long-term commitment, prioritize building local capacity, and reveal a thorough comprehension of the regional climate. These methods and traditional charitable giving call for incorporating social and environmental concerns into company operations regularly.

However, the success of these tactics will depend on the situation and the strategy chosen by the company. According to Wickert (2021), some CSR initiatives may be overly preoccupied with the company's needs and neglect to address the more significant social and environmental issues in these situations. Concerns regarding these tactics' viability are also raised, primarily if they depend on the company's continued existence.

Businesses like Tullow Oil in Ghana and Lafarge in Syria have successfully implemented CSR practises in fragile contexts. In addition to promoting stability and growth in these environments, these initiatives have improved the companies' reputations and connections with stakeholders (Adams et al., 2019). After analyzing the traits of effective CSR strategies, this research now will examine the lessons that may be drawn from these tactics.

### 2.5.3 Lessons Learned from Successful CSR Strategies

Future CSR projects can benefit from the significant insights learned from practical Corporate Social Responsibility (CSR) tactics in fragile contexts. The significance of comprehending the local context is one important lesson. This comprises the social, economic, political, and cultural aspects that may impact the achievement of CSR activities. The benefit of sustained engagement is a further lesson. Businesses that commit to continual participation rather than one-off projects have a higher chance of having practical CSR activities. Companies can modify their activities by developing trust with stakeholders and local communities in response to criticism and shifting conditions. The value of enhancing local capability is a third lesson. The skills and competencies of local communities are frequently invested in by effective CSR strategies, which can assist assure the sustainability of CSR efforts.

These lessons have been used by organisations like Lafarge and Tullow Oil in their CSR initiatives. Their experiences serve as a reminder of the value of context, sustained engagement, and local capacity building in putting practical CSR projects into practise. After exploring the lessons discovered from effective CSR tactics, this review explores how these lessons might be used in CSR activities.

### 2.5.4 Application of Lessons in CSR Initiatives

The lessons acquired from effective CSR tactics might guide the development of CSR activities in fragile contexts. Businesses can customize their initiatives to the unique requirements and difficulties of various locations by understanding the local context (Liou and Rao-Nicholson, 2021). Long-term involvement can promote confidence among stakeholders and local communities, and local capacity building can guarantee the longevity of these efforts (Lucrezi et al.,2019).

For instance, these lessons have helped Tullow Oil's CSR operations in Ghana. The business has committed to long-term engagement with local communities and stakeholders, invested in understanding the local context, and prioritized developing local capacities (Mohammed et al., 2022). This strategy has improved Tullow Oil's reputation and connections with stakeholders while assisting in the stability and development of Ghana. Similar CSR projects by Lafarge have been implemented in Syria. The corporation committed to long-term engagement, invested in local capability development, and customized its programmes to the Syrian situation. The discussions of research theories and methodologies that help better to understand CSR in fragile contexts will be elaborated further.

## 2.6 Research Gaps

The literature review on the role of Corporate Social Responsibility (CSR) in promoting stability, development, and governance in fragile contexts has revealed several key studies and insights. However, it has also uncovered some significant research gaps that need to be addressed. First, while there is substantial literature on CSR's impact on businesses and society in stable environments, there is a noticeable lack of research focusing specifically on fragile contexts. Studies by Abbas and Dogan (2022) and Gatti et al. (2019) have examined the role of CSR in industrialized nations, but little is known about the difficulties and dynamics of fragile contexts. This study gap emphasizes the necessity of adjusting CSR tactics to the unique requirements and circumstances of fragile settings.

Second, there is little critical examination of CSR's potential flaws or failings in the currently available literature. It frequently concentrates on the positive effects of CSR. For instance, research by Aguilera (2023) highlights the effectiveness of CSR in encouraging ethical corporate practices but needs to address potential objections such as greenwashing or superficial compliance. A more impartial viewpoint objectively assessing CSR activities' accomplishments and failures would offer a more complex picture. Thirdly, the literature analysis needed empirical case studies that specifically illustrate CSR's use and impact in fragile contexts. While theoretical analyses by authors like Thompson (2016) offer helpful frameworks for comprehending CSR, empirical research that tests these theories in actual contexts is still required. Finally, little attention is paid to small and medium-sized firms (SMEs) in the existing research, which tends to concentrate on big multinational corporations. Given that SMEs frequently play a crucial role in fragile contexts, research by Adams (2019) argues that it is crucial to comprehend their CSR problems and potential.

In conclusion, the literature study has revealed critical research gaps, such as the need to concentrate on fragile contexts, critically examine the effects of CSR, conduct empirical case studies, and pay attention to SMEs. By filling these gaps, we can gain a more profound knowledge of how CSR advances governance, growth, and stability in fragile contexts.

## 2.7 Conclusion

This chapter has provided an in-depth analysis of corporate social responsibility (CSR) 's role in promoting stability, growth, and efficient governance in fragile contexts. It has explored the concept of CSR; its significance and it has assessed its usage in businesses and fragile contexts. Additionally, it has examined how CSR and governance are related and CSR in fragile contexts. The case study of Tullow Oil in Ghana will be examined in the latter stages of this research using the selected qualitative research strategy. This

will provide crucial insights into the application of CSR for social change in fragile contexts. This chapter's conclusion lays the foundation for the next phase of this research. The next section discusses and justifies the research methodology of this research.

## 3.0 Chapter Three: Research Methodology

### 3.1 Introduction

The principles and methods employed in the methodical pursuit of knowledge are described as research methodology (Levitt et al., 2021). It involves finding, selecting, and using research procedures, approaches, and appropriate tools for a particular issue. The methodology selected for the study impacts the validity and reliability of the research findings (Pandey and Pandey, 2021). This methodological design can be qualitative, quantitative, and mixed-method research approaches (Saunders et al., 2019). The primary objective of qualitative research which usually uses such data collection techniques as observations and interviews is to have a thorough, detailed understanding of occurrences through the collection and analysis of non-numerical primary data (Taherdoost, 2022). Further to this is the quantitative research design which uses statistical methods regularly and seeks to quantify phenomena (Taherdoost, 2022). Mixed-methods research combines elements of qualitative and quantitative research (Taherdoost, 2022). However, this study has picked the qualitative route using secondary data to draw conclusions on the research question. Having introduced the research methodology, the section below will explain primary and secondary data, which are essential elements of any research technique.

### 3.2 Research Approaches and Frameworks

A singular thoroughly exhaustive research methodology is needed to study Corporate Social Responsibility (CSR) in fragile contexts. Various research frameworks and approaches might be used to fully comprehend the function and impact of CSR in these fragile contexts. The size and impact of CSR activities can be better understood using quantitative methods like surveys and statistical analysis (Zhuang et al., 2022). However, in-depth insights into the experiences and perceptions of various stakeholders involved in or impacted by these projects can be gained through qualitative methodologies such as interviews, focus groups, and case studies (Bergen and Labonte, 2020).

For analysing CSR in fragile contexts, frameworks like shared value, institutional theory, and stakeholder theory can be helpful (Menghwar and Daood, 2021). Stakeholder theory can be used to recognise and comprehend the influences and interests of various stakeholders (Dmytriyev et al., 2021). The institutional pressures and norms that influence CSR practises can be better understood using institutional theory (Aggarwal and Jha, 2019). The shared value framework can guide the investigation of how enterprises generate economic value in a way that simultaneously creates benefits for society (Freudenreich et al., 2020).

### 3.2.1 Selection of Research Approach

The research approach selected for this study is a qualitative methodology. A qualitative methodology is chosen for its ability to provide in-depth, nuanced insights into complex phenomena (Spencer et al., 2021). This approach is particularly suitable for answering the research questions related to the role of Corporate Social Responsibility (CSR) in fragile contexts, as it allows for a deep exploration of the experiences, perceptions, and interpretations of stakeholders involved in or affected by CSR initiatives (Ferri et al., 2022). The qualitative approach emphasizes understanding the context and meaning, which aligns with the research's goal to uncover the underlying mechanisms through which CSR promotes stability, development, and governance.

The selected approach was applied through a theme-based secondary data analysis. This methodology enabled the researcher to engage with already available data of the case study organisation, capture already available perspectives, and identify recurring themes and patterns in the data (Morgan and Nica, 2020). Having justified the selection of a qualitative methodology for this study, the selection of the case study has now been justified in the next section, where this approach will be further applied to gain specific insights into CSR's impact in a particular context.

### 3.2.2 Case Study Selection

Tullow Oil in Ghana has been chosen as the case study for this investigation. Since Tullow Oil has undertaken numerous CSR initiatives in a fragile context (Ansu-Mensah et al., 2023), this case study is especially appropriate for this topic. An international oil and gas corporation called Tullow Oil has been doing business in Ghana for over ten years (Baidoo, 2022). During this period, the company has implemented different CSR projects to aid stability, growth and good governance (Ansu-Mensah et al., 2023). These include initiatives that support regional economic growth, public health, and public education, as well as efforts that promote inclusivity and community engagement (Baidoo, 2023).

The Tullow Oil case in Ghana provides a viable framework to explore the role and outcomes of CSR in fragile contexts Adams et al.'s (2019) analysis of the possibilities and limitations of adopting CSR principles into action in these contexts and the potential of CSR to be a transformative tool for stability, growth, and improved governance.

### 3.2.3 Application of Research Approach

A vital aspect of this research is the utilization of the case study approach in qualitative methodology. The case study will be used to explore the complex interactions between Corporate Social Responsibility (CSR)

and a particularly fragile context using the qualitative approach that has been chosen. By concentrating on a specific case, the research seeks to identify CSR projects' distinctive difficulties, chances, and effects, offering a rich and nuanced understanding that supports more general theoretical insights. To find and interpret patterns in the data and relate them to the more general research objectives, a thematic analysis was performed.

An in-depth investigation of CSR's contribution to fostering stability, development, and governance in fragile contexts will be made possible by applying the qualitative approach to the case study. This completes the methodology chapter and prepares the ground for the upcoming analysis and conclusions.

### 3.3 Research Data

Researchers might use either primary data or secondary data when performing their research. Primary data are accurate, first-hand reports that the researcher has collected with the specific aim of using them in their research (Pandey and Pandey, 2021). This might be accomplished using surveys, interviews, observations, or experiments. Although primary data could be useful to the research's question, gathering primary data might take a lot of time and money (Ahorlu et al., 2019). On the other hand, secondary data describes information that has already been gathered for a different reason by another party (Goldsmith, 2021). This could include information gleaned through official documents, scholarly works, business records, or web databases. Secondary data may be easier to access and less expensive, but more is needed to precisely answer the study topic (Muzari et al., 2022).

The choice between primary and secondary data depends on the research objectives, availability of resources, and the nature of the research question (Pandey and Pandey, 2021). In this research, secondary data was utilized. The reasons for this choice include the accessibility of relevant data, cost-effectiveness, and the ability to analyze historical trends and patterns. Examples of secondary data used in this research include published reports, academic papers, government statistics, and data from previous studies related to Corporate Social Responsibility (CSR) in fragile contexts. Utilizing secondary data will allow for a comprehensive analysis of existing knowledge and insights into the subject matter. Having explored the concept of secondary data and its relevance to this research, the study transitions to the discussion of the specific sources of data that will be used in this study.

### 3.3 Data Sources

Using information from Dartey-Baah and Amoako (2021), the data sources for a research study are the places, people, or systems from which the data is gathered. This research has settled for secondary data sources. Below are these sources' classifications and descriptions:

**Academic Journals and Publications:** These provide peer-reviewed insights and analyses from experts in the field. They were picked because of their expertise and reliability. A few examples are journals specializing in corporate governance, business ethics, and development studies (Tumin and Tobias, 2019).

**Government Reports and Statistics:** These include information from the government and insights into how CSR affects stability and development. They were chosen because of their sincerity and thorough coverage of local and national circumstances (Grewal et al., 2016).

**Non-Governmental Organization (NGO) Reports:** NGOs frequently conduct research in fragile contexts. Their stories are chosen because they emphasize social effects and local viewpoints and offer insightful first-hand information (Masefield et al., 2020).

**Industry Analyses and Corporate Reports:** These offer information on how corporations view and use CSR. They are chosen because they concentrate on real-world applications and market trends (Sundström et al., 2020).

The suitability, excellence, and reliability of the data they offer and their relevance to the study topics were considered when choosing these data sources.

### 3.4 Data Collection Methods

The way that data is obtained for the study is through data-gathering methods. The types of data needed, the nature of the research questions, and the resources available all impact the methodologies used to collect the data.

**Literature Review:** To gather scholarly writings, books, and publications about CSR in fragile contexts, a thorough study of the existing literature was conducted. This approach was chosen because it may offer theoretical understanding and historical background (Snyder, 2019).

**Online Database Search:** The previously specified search approach was used to search several academic and governmental databases. This approach was chosen because it allows quick access to many reliable sources (Gusenbauer and Haddaway, 2020).



### 3.4.1 Search Strategy

A methodical approach to finding pertinent secondary data sources is the search technique. For this research, the strategy included:

**Databases:** Utilizing academic databases like PubMed, Scopus, and Google Scholar to access peer-reviewed articles and publications (Gusenbauer and Haddaway, 2020).

**Governmental Websites:** Searching governmental websites for official reports and statistics related to CSR and development in fragile contexts (Harari et al., 2020).

**Online Repositories:** Exploring repositories like JSTOR for historical and archived documents (Hankins, 2019).

**Keywords:** Using specific keywords such as "Corporate Social Responsibility," "fragile contexts," "stability," "development," and "governance." These keywords will be combined using Boolean operators like AND, OR, NOT to refine the search and target relevant documents.

### 3.4.2 Inclusion and Exclusion Criteria

These criteria ensure that the data collected is relevant, credible, and aligned with the research objectives.

#### Inclusion Criteria

**Time Frame:** Sources published within the last 15 years to ensure relevance and currency.

**Focus:** Must specifically address CSR in fragile contexts to align with the research questions.

**Language:** Available in English to ensure accessibility and understanding.

#### Exclusion Criteria

**Peer-Review:** Excluding sources that lack peer-review ensures the credibility of academic sources.

**Relevance:** Any source that does not directly relate to the research questions will be excluded.

**Accessibility:** Sources that are not available in their entirety will be disregarded because they might not provide complete data.

The research hopes to compile an extensive and pertinent dataset using this thorough search technique and abide by the inclusion and exclusion criteria. Using this strategy, the secondary data is guaranteed to be thorough and relevant to the study questions, providing a solid basis for further analysis.

### 3.5 Data Analysis

The qualitative methodology and the study's theme focus guided the cautious selection of the data analysis techniques. An overview of the data analysis techniques and the justification for their selection is given below:

**Thematic Analysis:** The principal research methodology was thematic analysis. Finding, examining, and interpreting patterns or themes in qualitative data are all part of this process. This approach was chosen because of its adaptability and potency in revealing hidden implications and insights regarding CSR in fragile contexts (Nowell et al., 2017).

**Coding:** The obtained material was initially coded to identify the main thoughts and ideas. This required segmenting the data into smaller pieces and giving each segment a meaningful tag. In order to organize the data and make it easier to find themes, coding was crucial (Byrne, 2022).

**Theme Development:** After coding, themes were created by assembling similar codes. As a result, the linkages and patterns in the data may be understood better. In order to combine the data into cohesive and insightful insights, theme creation was essential (Nowell et al., 2017).

**Content Analysis:** Content analysis was utilized to describe the content of the documents and texts comprehensively. It aided in quantifying some parts of the qualitative data, resulting in a more structured comprehension of the information (Kleinheksel et al., 2020).

**Narrative Analysis:** The research also used narrative analysis to comprehend the stories and narratives contained in the data. The potential of this approach to give context and depth to the theme findings was what led to its selection (Snyder, 2019).

**Validation:** The research used a validation approach to ensure the analysis was reliable and valid. This process included cross-referencing the results with prior research and getting input from subject-matter experts (Nowell et al., 2017).

Using thematic analysis, coding, topic development, content analysis, and narrative analysis together yielded a thorough and nuanced understanding of the function of CSR in delicate circumstances. These techniques supported the qualitative aspect of the study and made it possible to examine the research issues thoroughly.

After outlining the data analysis techniques, we will review the research's limits, which will shed light on potential restrictions and difficulties that might have arisen during the investigation.

### 3.6 Limitations

To comprehend the results and get insight into the difficulties encountered during the investigation, it is crucial to recognize the potential limitations of this research.

- **Dependence on Secondary Data:** Since the research was primarily based on secondary data, it was limited by the accessibility, accuracy, and applicability of the available data. This limitation could impact the thoroughness of the results (Wickham, 2019).
- **Potential Bias in Sources:** The choice of sources could be biased, mainly if they have predetermined viewpoints or objectives. This can compromise the research's objectivity (Panucci and Wilkins, 2010).
- **Thematic Analysis Subjectivity:** Thematic analysis is a vital technique, but depending on the researcher's perception, it may also be subjective. Due to this, there may be biases in how themes are identified and interpreted (Nowell et al., 2017).
- **Limited Scope:** The findings may not apply to other contexts or broader CSR practices due to the study's emphasis on CSR in fragile contexts.

**Mitigation Strategies:** Several actions were taken to overcome these restrictions:

- An organized, transparent search technique was used to reduce source selection bias.
- To reduce subjectivity, the thematic analysis was carefully done while considering the body of literature and theoretical frameworks.
- Recognizing the shortcomings of the secondary data, attempts were made to cross-verify the data using several sources.

The study aimed to increase the validity and dependability of the conclusions by recognizing and addressing these constraints. Despite their difficulties, these restrictions offer the necessary background for comprehending the reach and usefulness of the research. An accurate and transparent evaluation of the study's findings is made possible by acknowledging these limitations.

### 3.7 Conclusion

The thorough technique used in the research to examine the role of CSR in fragile contexts has been detailed in this methodology chapter. The study used secondary data and a qualitative methodology, applying thematic analysis, coding, and content analysis techniques. The methodical search technique ensured the relevance and legitimacy of the data, inclusion and exclusion criteria, and careful selection of data sources. While considering potential drawbacks, including reliance on secondary data and

subjectivity in theme analysis, mitigation measures were implemented to improve the study's integrity. The technique offered a solid framework for a complex examination of the study problems Results and discussions are the focus of the subsequent chapter.

## 4.0 Chapter Four: Results and Discussions

### 4.1 Introduction to Findings and Analysis

Focusing on the case study corporation Tullow Oil in Ghana, this chapter marks a turning point by refocusing on the presentation and critical evaluation of the research findings. The study used secondary data sources to examine how corporate social responsibility (CSR) promotes stability, growth, and governance. The presentation of findings was accomplished using a thematically focused qualitative methodology. The subject of this investigation is Tullow Oil, a prominent oil company in Ghana. A rich environment for investigation is provided by its multiple CSR initiatives, impacts on the neighborhood, and connections to the more critical research issues. The conclusions in this chapter are based on a careful examination of academic writings, company reports, governmental documents, and other relevant sources, all of which contribute to illuminating the role of CSR in fragile contexts.

Given a thorough understanding of the methodology and design of the case study, the presentation of the findings will be discussed in more detail in the parts that follow. This will commence with an assessment of the CSR initiatives of Tullow Oil and how they affect Ghana's government, stability, and growth.

### 4.2 Presentation of Findings

#### 4.2.1 Tullow Oil's CSR Initiatives in Ghana

Tullow Oil's activities in Ghana stand out for their unwavering dedication to Corporate Social Responsibility (CSR), shown in the efforts they have put in place to assist regional prosperity, stability, and governance. The various activities that comprise Tullow Oil's CSR efforts in Ghana include various topics and are concentrated on various dimensions of social and economic development as shown in figure 1.

These consist of:

- **Education and Skills Development:** To improve the employability and skills of the local population, Tullow Oil has funded educational initiatives, scholarships, and career training (Arthur and Arthur, 2014).
- **Health and Well-being:** To advance community health, the business has supported hospitals, distributed medical supplies, and launched campaigns to raise public awareness of health issues.

- Environmental Sustainability: Tullow Oil has made efforts to reduce the adverse effects of its activities on the environment, including waste management, energy-saving techniques, and conservation efforts (Fragouli and Danyi, 2015).
- Economic Empowerment: By supporting local sourcing, SMEs, and community development activities, Tullow Oil has contributed to economic growth and employment creation.
- Good Governance and Transparency: The company has collaborated with local coalitions, governmental agencies, and other stakeholders to ensure accountable and transparent operations (Schritt and Witte, 2022).



Figure 1: Tullow Oil CSR Initiatives (Source: Schritt and Witte, 2022).

These initiatives tackle pressing problems and further the overarching goals of governance, development, and stability. They reflect Tullow Oil's varied CSR strategy in Ghana. The following sections will analyze

these initiatives in further detail and evaluate their effectiveness and consequences on the neighborhood environment.

#### 4.2.2 Impact on Stability and Development

The CSR initiatives of Tullow Oil in Ghana have significantly helped to stabilize the nation and foster growth, which has benefited several social and economic factors.

**Promoting Stability:** Tullow Oil has invested in healthcare, education, and economic growth to enhance societal stability. The likelihood of societal upheaval has decreased due to the educational initiatives provision of options for young people. Healthcare initiatives that boost well-being have increased community stability (Fragouli and Danyi, 2015).

**Driving Development:** Tullow Oil's commitment to economic advancement and environmental sustainability has inspired regional development. Local sourcing and support for SMEs have sparked economic growth, resulting in the creation of jobs and a boost to regional economies. Environmental measures have enabled sustainable development by balancing economic expansion with ecological protection (Besada and Golla, 2023).

**Building Community Relationships:** Tullow Oil has fostered cooperation and confidence by transparently engaging with local stakeholders and communities. Fostering a positive relationship between the business and the community has further contributed to stability (Besada and Golla, 2023).

One significant instance is Tullow Oil's investment in Ghanaian vocational training facilities, which provides the locals with the knowledge and abilities required for employment in the oil and gas industry. This has helped the local workforce develop sustainably by creating job possibilities and other benefits. The study demonstrates how Tullow Oil's CSR initiatives have contributed to stability and development in Ghana, demonstrating a comprehensive strategy consistent with the more general objectives of social advancement and economic prosperity. Further investigation of how these initiatives have affected regional governance will be done in the following section.

#### 4.2.3 Impact on Governance

Tullow Oil's CSR programs in Ghana have impacted regional governance structures and practices, going beyond merely fostering social and economic growth.

**Promoting Transparency:** Following international standards, Tullow Oil has pledged to conduct business transparently. Other companies in the area have noted this, fostering a culture of openness and responsibility (Schritt and Witte, 2022).

**Enhancing Regulatory Compliance:** Tullow Oil is dedicated to moral and legal behavior by following national and international laws and actively interacting with political entities. This has helped the industry's regulatory compliance become stronger (Stephens and Acheampong, 2021).

**Strengthening Public-Private Partnerships:** Public-private partnerships have been promoted through Tullow Oil's cooperation with governmental organizations, NGOs, and local leaders. These partnerships have improved governance systems by making coordinating efforts in sectors like environmental protection, healthcare, and education easier (Schritt and Witte, 2022).

**Building Trust and Social Capital:** Tullow Oil has established trust with neighborhood residents through open communication and community outreach. Better governance has been made possible by this social capital, which has made operations run more smoothly and decreased conflicts (Besada and Golla, 2023).

The collaboration between Tullow Oil and the government of Ghana in implementing the "Investing in Africa's Future" program is evidence of the company's contribution to better governance. This collaboration has produced integrated initiatives in education, healthcare, and community development, reflecting a governance paradigm that strongly emphasizes cooperation and shared accountability. Tullow Oil significantly impacts the Ghanaian government due to its dedication to openness, observance, cooperation, and trust-building. Along with influencing how the organization operates, these initiatives have helped create a governance environment that strongly emphasizes accountability, trustworthiness, and teamwork. The following sections will examine the difficulties and lessons discovered from these attempts.

#### 4.2.4 Challenges and Criticisms

While Tullow Oil's CSR initiatives in Ghana have had a significant positive impact, some obstacles and critiques need to be acknowledged.

**Community Expectations:** It has been challenging to manage community expectations because some local communities feel the projects do not need to satisfy their requirements or expectations (Osei-Kojo and Andrews, 2020).



**Environmental Concerns:** Environmental groups have voiced objections to Tullow Oil's operations in ecologically fragile contexts, which has resulted in criticism of the company's environmental management (Stephens and Acheampong, 2021).

**Perceived Imbalance:** According to some detractors, CSR efforts unfairly favor some areas or communities, which causes perceived inequities in the benefits' distribution (Stephens and Acheampong, 2021).

**Regulatory Hurdles:** Complicated regulatory environments and administrative roadblocks have made it challenging to implement some CSR efforts (Osei-Kojo and Andrews, 2020).

**Sustainability Questions:** Questions concerning sustainability have also been raised, particularly after Tullow Oil's direct engagement with a project ends (Besada and Golla, 2023).

There have been public discussions and demands for more environmental protections due to the criticism surrounding Tullow Oil's environmental effect in some Ghanaian drilling regions. These difficulties and objections highlight the necessity for a sophisticated, responsive strategy that considers various stakeholder viewpoints and long-term sustainability and offers insightful information on the difficulties of implementing CSR projects in fragile contexts.

## 4.3 Thematic Analysis

### 4.3.1 Theme 1: Promotion of Stability

Although a thorough examination reveals successes and needs for improvement, Tullow Oil's CSR operations in Ghana have been crucial in supporting stability as explained by Fragouli and Danyi (2015).

Tullow Oil's participation in community discussions and dispute-resolution techniques has promoted stability. Local tensions and conflicts over resources have been lessened due to these activities. Tullow Oil has aided in maintaining the economy by making investments in regional companies and community improvement. The local economy has benefited from employment expansion and assistance for local business owners. By giving young people opportunities, Tullow Oil's investment in education has decreased the likelihood of disturbance and contributed to long-term stability. Collaborations with local governmental entities have also made linking CSR programs with regional development objectives possible, increasing the initiatives' overall stability (Fragouli and Danyi, 2015).

However, Osei-Kojo and Andrews (2020) contend that the dependence on Tullow Oil for some community services and infrastructure could eventually lead to sustainability problems, undermining stability once the company's direct involvement ceases. Some efforts' efficiency in creating stability has come under

scrutiny due to concerns regarding transparency in the distribution and management of CSR funds. The stability-promoting potential of some efforts may also be hampered by the fact that some may need to fully consider local cultural dynamics, which could have led to misconceptions or community opposition.

By playing a vital role in terms of employment as shown in figure 2, Besada and Golla (2023) explained that Tullow Oil's investment in career centers has helped maintain social stability and give young people skills. Without the ongoing support from Tullow Oil, concerns have been expressed regarding the long-term viability of these centers. Tullow Oil's CSR efforts in Ghana paint a nuanced picture of achievement and obstacles in fostering stability. Despite the undeniable benefits, the criticisms emphasize the necessity of sustainability, openness, and cultural sensitivity to ensure that CSR programs aid in long-term stability. The Tullow Oil instance provides insightful insights for other businesses looking to adopt CSR in fragile contexts. It emphasizes the necessity for a comprehensive strategy beyond short-term gains to consider long-term ramifications and the requirements of various stakeholder groups.

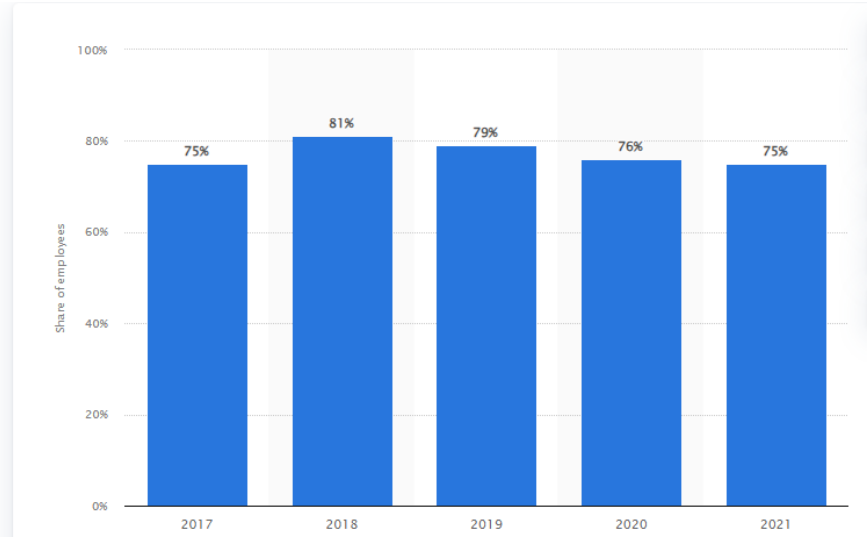


Figure 2: Tullow Oil's Local share of employment in Ghana between 2017 and 2021 (Source: Besada and Golla, 2023).

#### 4.3.2 Theme 2: Driving Development

Through its CSR programs, Tullow Oil has worked to advance the development of Ghana in several areas, including infrastructure, healthcare, education, and economic expansion. A critical analysis reveals both accomplishments and complexity.

Arthur and Arthur (2014) explained that Tullow Oil has invested in educational infrastructure, bursaries, and career training. In particular, for marginalized populations, these efforts have increased access to education, promoting human capital development. Tullow Oil has helped to improve health outcomes by funding healthcare facilities and services. These covers creating clinics and supplying medical gear. Better connectivity and access to crucial services have been made possible by investments in roads, bridges, and public utilities, propelling overall development. A further factor driving economic growth is assistance for regional firms, tiny and medium-sized businesses (SMEs). Programs like microfinance and business training have given local business owners more authority. Environmental conservation programs were among Tullow Oil's activities that focused on sustainable development. However, the environmental impact of the oil industry raises concerns about how to strike a balance between economic growth and environmental sustainability.

Disparities in the results of development have been seen despite these attempts as covered by Besada and Golla (2023). Inequality results from specific communities benefiting more than others. With ongoing assistance from Tullow Oil, the viability of several development projects is a challenge. There is still uncertainty regarding these programs' long-term effects on development. While many initiatives meet local needs, detractors contend that their success may be increased if they are more closely aligned with the goals and strategies of the national development process.

Agricultural production has increased due to Tullow Oil's assistance for agricultural growth through education and access to advanced farming methods (Ansu-Mensah et al., 2023). However, there has been debate over how these advantages are distributed unevenly across various populations. Undoubtedly, progress in several industries has been sped up by Tullow Oil's CSR operations in Ghana. The successes are apparent, but the difficulties and criticisms show that a more sophisticated strategy is required for CSR programs to have a significant and long-lasting influence on development, sustainability, equality, and alignment with broader development goals must be guaranteed. The instance of Tullow Oil in Ghana provides valuable lessons that can direct future CSR strategies and policies by serving as a powerful illustration of the complex nature of CSR-driven growth in fragile contexts.

#### 4.3.3 Theme 3: Encouraging Good Governance

In an unpredictable context, fostering good governance has been made possible by Tullow Oil's CSR operations in Ghana. The wide-ranging contributions that CSR has made to governance are explained by in this Schritt and Witte (2022), Besada and Golla (2023) and Stephens and Acheampong (2021), along with critical evaluations of its merits and drawbacks.

Schritt and Witte (2022) detailed that Tullow Oil has established mechanisms to guarantee openness in its business dealings and interactions with regulatory organizations. To set an example for other businesses, this includes transparent reporting and adherence to international standards. Tullow Oil has strengthened the rule of law by abiding by local rules and regulations. Collaborations with governmental entities to guarantee legal compliance have cultivated an accountable culture. Tullow Oil has facilitated participatory government through community engagement and open consultations. Involving local people in CSR project decision-making processes is one example of this.

Besada and Golla (2023) buttressed that Tullow Oil's dedication to anti-corruption practices has facilitated a broader culture of integrity within the business environment. This entails establishing stringent anti-bribery regulations and carrying out frequent audits. Tullow Oil has improved administrative skills, resulting in more efficient governance through funding training and capacity building for regional governmental organizations.

However, Stephens and Acheampong (2021) claim that Tullow Oil's substantial economic impact may result in excessive influence on governmental decisions, potentially weakening democratic governance. When CSR initiatives are relied upon to promote governance, systemic governmental changes may be replaced by business actions. The effectiveness of these governance-related CSR projects could be improved by alignment with national governance goals and strategies, much like with development programs.

By working with local authorities to carry out community development initiatives, Tullow Oil has improved service delivery and strengthened relations between the community and the government. However, worries about possible conflicts of interest and sway over policy choices continue. The CSR initiatives of Tullow Oil in Ghana have significantly aided in promoting good governance, particularly in the areas of transparency, the rule of law, community involvement, and anti-corruption measures. The complaints highlight the complexity of corporate involvement in governance, posing problems with influence, dependency, and alignment with more general governance goals. The Tullow Oil case sheds important light on the possibilities and challenges of CSR in promoting good governance in fragile contexts, emphasizing the need for a balanced approach that considers both the benefits and the inherent difficulty of corporate engagement in governance.

#### 4.3.4 Theme 4: Effective CSR Strategies

Adopting CSR measures that align with local standards and global norms has contributed to Tullow Oil's activities in Ghana's success. The key strategies that contributed to the success of their CSR efforts are examined in this section.

Panford (2022) explained that Tullow Oil has made community involvement a priority to comprehend the needs and problems of the neighborhood. Due to this, practical and relevant CSR initiatives have facilitated collaborations between NGOs and the government. To ensure that CSR programs align with overall national development goals, Tullow Oil has been able to harness resources and experience by working with both governmental and non-governmental organizations. Tullow Oil's CSR strategies focus on sustainability, ensuring that projects have long-term benefits and complement efforts to conserve the environment.

The confidence and trust in Tullow Oil's CSR programs have grown due to implementing transparent reporting methods and stakeholder accountability, as explained by Besada and Golla (2023). Tullow Oil has significantly advanced social development in Ghana by concentrating on essential fields like health and education. Tullow Oil has also developed a customized strategy, adjusting CSR initiatives to Ghana's unique socio-economic and political landscape to recognize business difficulties in a fragile context. CSR projects should be regularly tracked and evaluated to make sure they are progressing toward the intended results and to make any required adjustments.

Despite praise for Tullow Oil's CSR initiatives, Stephens and Acheampong (2021) assert that juggling economic objectives with social obligations is still a difficult task. The investment Tullow Oil made in Ghana's educational scholarships gave poor students a chance and complemented the nation's overall educational objectives. Their honest reporting on this project has raised its credibility even higher. The success of Tullow Oil's CSR initiatives has been attributed to the company's excellent CSR tactics in Ghana, characterized by partnerships, community involvement, a focus on sustainability, transparency, targeted investments, customization, and thorough monitoring. Even when sound strategies are used, the fragile balancing act between corporate and social objectives highlights how difficult it is to implement CSR. For other businesses looking to adopt CSR in fragile contexts, the experience of Tullow Oil in Ghana provides invaluable lessons.

## 4.4 Case Study Insights

Critical insights from Tullow Oil's CSR initiatives in Ghana can be used for future CSR plans, especially those implemented in fragile contexts.

- Community involvement is essential because it guarantees that CSR programs are pertinent and address the requirements of the public.
- Partnerships Enhance Impact: Partnerships with governmental and non-governmental organizations can increase the impact of CSR activities.
- Transparency Builds Trust: Communication that is open and transparent promotes confidence among stakeholders.
- Sustainability Ensures Long-term Success: The long-term success of CSR activities is ensured by focusing on sustainability.
- Customization to Local Context: A successful CSR strategy requires a thorough understanding of the local socio-economic and political climate.
- Monitoring and Evaluation are Key: Regular evaluation ensures that efforts are on track to achieve their objectives and allows for timely modifications.

The lessons discovered from Tullow Oil's CSR projects in Ghana offer insightful information on the challenges of CSR in fragile contexts and emphasize the significance of community involvement, partnerships, transparency, sustainability, customization, and continual review.

### 4.4.1 Recommendations for Future Initiatives

Topic Sentence: Based on the lessons learned from Tullow Oil's CSR initiatives in Ghana, several recommendations can be made for future CSR initiatives in similar contexts.

- Enhance Community Engagement: Future initiatives should prioritize community engagement to ensure alignment with local needs.
- Strengthen Partnerships: Building strong partnerships with relevant stakeholders can enhance the reach and impact of CSR initiatives.
- Emphasize Transparency: Implementing transparent reporting mechanisms can build trust and credibility.
- Focus on Sustainability: Ensuring that CSR initiatives are sustainable will guarantee long-term success.

- **Customize to Local Needs:** Tailoring CSR strategies to the specific context can enhance effectiveness.
- **Implement Robust Monitoring:** Regular monitoring and evaluation should be integral to future CSR initiatives to ensure they are achieving desired outcomes.

These recommendations, grounded in the lessons learned from Tullow Oil's CSR initiatives in Ghana, provide a roadmap for corporations seeking to implement effective and responsible CSR strategies in fragile contexts. They emphasize the importance of a nuanced and context-specific approach that prioritizes community needs, collaboration, transparency, sustainability, and ongoing evaluation.

#### 4.5 Limitation of Findings

While the findings from Tullow Oil's CSR initiatives in Ghana provide valuable insights, it is essential to recognize the limitations that may affect the interpretation and generalizability of these findings.

**Data Availability:** The depth of analysis may be impacted by the lack of complete and unbiased data that is readily available.

**Context-Specific Insights:** Because the results are specific to Tullow Oil in Ghana, it may not be acceptable to generalize them to other situations or sectors of the economy.

**Potential Biases:** The data sources, such as corporate materials that may provide a positive image of the initiatives, may be biased, affecting the analysis.

**Methodological Constraints:** Using qualitative analysis and secondary data may make quantifying some effects or establishing clear causal links difficult.

**External Factors:** Isolating the specific effects of Tullow Oil's operations in Ghana's complex socio-political environment may be difficult.

**Time Frame Considerations:** The dynamics of long-term repercussions of the CSR program may have gone unnoticed in the analysis.

Due to these restrictions, the data must be carefully interpreted. Even though these limitations provide valuable details about Tullow Oil's CSR initiatives in Ghana, it is critical to recognize the context and any biases that might influence the results reached from this study.

## 4.6 Discussion

This chapter seeks to highlight the key takeaways and assess their applicability to the broader context of CSR in fragile contexts. It does more than thoroughly analyze Tullow Oil's CSR operations in Ghana. The chapter's conclusions provide a solid foundation for comprehending the wide variety of implications of CSR, including those on governance, economic growth, security, and moral business practices. How to understand these findings and their significance for CSR theory and practices will be evident in the following debate. The following section lays the groundwork for a thorough analysis of how CSR influences stability and growth.

### 4.6.1 Discussion of Impact on Stability and Development

The stability and development of the region have greatly benefited from Tullow Oil's CSR operations in Ghana. This section will detail the intricate ways these efforts, especially under fragile contexts, have aided in promoting environmental stability and development.

The research shows that Tullow Oil's CSR programs have improved local economies, welcomed newcomers, and encouraged social cohesion—all of which have aided in maintaining stability. These policies have also accelerated growth by bringing about infrastructural, healthcare, and educational reforms. The analysis will focus on the tactics used and the quantifiable results obtained. In addition to producing immediate benefits, the measures have also built the foundation for long-term growth and stability. CSR's congruence with regional requirements and international norms significantly contributes to this achievement.

These results highlight CSR's ability to be a transformative force in fragile contexts. They draw attention to the necessity of having a thorough awareness of the local situation and strategically coordinating CSR projects with more general development objectives. Policymakers, CSR practitioners, and academics can learn a lot from the findings in this area.

### 4.6.2 Discussion of Impact on Governance

Awareness of how corporations can contribute to the well-being of society requires an awareness of how CSR activities affect governance. The effects on the governance of Tullow Oil in Ghana have been extensive. This section gives a broad overview of how these initiatives have influenced the regional government structures and practices.

The results show that Tullow Oil's CSR initiatives have strengthened the governance structure regarding accountability, transparency, and ethical behavior. The business has aided in promoting the rule of law



and strengthening institutional capacities by working with local communities and governmental organizations. Targeted efforts include those that deal with community involvement, regulatory compliance, and anti-corruption measures. The analysis will examine how these initiatives have led to observable governance improvements demonstrating a dedication to ethical corporate behavior.

The effect on governance highlights how CSR can improve public trust and institutional integrity in fragile contexts. These results provide insightful information for other areas facing governance issues, and they support the notion that carefully planned CSR programs may be a key instrument in advancing good governance and creating resilient communities.

#### 4.6.3 Discussion of Effective CSR Strategies

Understanding how to conduct successful projects, particularly in fragile contexts, requires the identification and study of effective CSR tactics. A few tactics have been found to be particularly successful in the case of Tullow Oil in Ghana. This section briefly summarizes these tactics and lays the groundwork for a more in-depth investigation of why they worked.

The examination explores the specific tactics used by Tullow Oil, including community involvement, cooperation with local authorities, a focus on sustainability, and adherence to international standards. According to how well these strategies fit the company's objectives, respond to local requirements, and advance larger social goals, their efficacy is assessed. The examination also considers how these tactics were modified to address the difficulties and opportunities presented by the Ghanaian setting.

The knowledge obtained from examining Tullow Oil's successful CSR initiatives provides important lessons for other businesses and others interested in CSR. Understanding what works and why can help future CSR programs be well-intentioned and well-executed, resulting in significant impacts on the ground.

#### 4.6.4 Theoretical Contributions

Beyond the unique instance of Tullow Oil in Ghana, the theoretical contributions of this research bring significant knowledge to the subject of CSR in general, particularly in fragile contexts. This research unearths sophisticated understandings of how CSR operates in fragile contexts by critically analyzing the effects of CSR activities on stability, development, governance, and ethical business practices. The research offers a more contextualized understanding of the function of CSR by challenging and improving previous notions. Additionally, the study closes the gap between theory and practice by introducing fresh viewpoints on successful CSR tactics. These contributions enhance the scholarly discussion on CSR and

offer practical advice to practitioners, policymakers, and other stakeholders working to advance ethical corporate practices.

#### 4.7 Conclusion

This chapter has thoroughly analyzed Tullow Oil's CSR efforts in Ghana, analyzing their effects on security, growth, and governance while identifying successful tactics, lessons learned, and limitations. The results have demonstrated that Tullow Oil's CSR programs have significantly contributed to stabilizing the country, advancing development, and fostering good governance in Ghana. The chapter has highlighted both triumphs and challenges while shedding light on the subtleties of these endeavors through a critical study. Examining Tullow Oil's successful CSR tactics provides insightful information that can direct future CSR activities in comparable contexts.

Other businesses looking to adopt CSR in fragile contexts can follow the guidelines provided by Tullow Oil's experience and subsequent recommendations. An accurate and cautious interpretation that considers the unique context and possible biases is ensured by the findings' limitations being acknowledged. The conclusions and analysis in this chapter contribute to the more significant research topics, improving knowledge of CSR's function in fragile contexts and offering a real-world case study that contributes to the theoretical discussion.

The research's conclusions reflect on the transformative potential of CSR as a tool for stability, development, and improved governance under fragile contexts, and the lessons learned from Tullow Oil's CSR initiatives in Ghana make a significant contribution to the field. These conclusions have broad ramifications beyond the confines of the case study, providing a nuanced viewpoint that guides academic research and real-world corporate social responsibility initiatives.

## 5.0 Chapter Five: Conclusions and Recommendations

With a particular focus on Tullow Oil in Ghana, the research's last chapter summarizes the thorough investigation of corporate social responsibility (CSR) function in fragile contexts. Throughout this investigation, several aspects of CSR have been examined, including how it affects governance, stability, development, and successful tactics. The technique used in data collecting and analysis has been carefully matched to address the initial study issues. This chapter summarizes the main conclusions, explains their wider ramifications, provides concrete advice, and considers the limitations and potential future research areas. The critical findings from this study are summarised in detail in the following section.

### 5.1 Summary of Key Findings

Several significant discoveries made by the study, particularly in the context of Tullow Oil in Ghana, shed light on CSR's complex role in fragile contexts. The impact on CSR programs' stability, development, governance, and efficiency are only a few of the many areas covered by these findings.

Tullow Oil's CSR programs have favorably impacted Ghana's stability and development. In addition to promoting economic growth, the measures have improved social cohesiveness. The study also emphasized CSR's role in advancing good governance. Tullow Oil's initiatives result in increased accountability and openness within the political system. The analysis has also revealed specific tactics that have successfully reached the desired results. These include community involvement, conformity to international standards, and compatibility with national development goals. Despite the achievements, the investigation also uncovered several problems and objections, including claims of "greenwashing" and the inability to scale up some efforts.

The analysis of these results sheds essential light on the intricate interactions between CSR and fragile contexts. The promise of CSR as a vehicle for promoting stability, accelerating development, and improving governance is highlighted, as well as the complex difficulties that come with its implementation. These observations help to advance our understanding of CSR as a whole and provide scholars, practitioners, and policymakers working in CSR in fragile contexts with a solid theoretical framework. Additionally, the results highlight the necessity of a context-specific strategy, considering the unique traits and requirements of fragile ecosystems.

## 5.2 Discussion of Implications

The research's conclusions offer specific information about Tullow Oil's CSR programs in Ghana and have wider ramifications for how we see CSR's function in fragile contexts. These ramifications go beyond the scope of the case study, providing helpful advice to numerous stakeholders.

- For Businesses: The results show how CSR may be strategically used to advance stability, development, and governance. The successful tactics found can act as a guide for other companies doing business in comparable environments.
- For Policymakers: The study emphasizes the value of developing a climate that supports CSR growth. Policymakers can use these insights to create incentives and supportive policies.
- For Academia: The study contributes to the conversation on CSR in fragile contexts, filling gaps and presenting new research directions.
- For Society: The favorable effects on stability, growth, and governance highlight the societal advantages of successfully implemented CSR activities. It highlights how important it is for businesses to act as good neighbors and support more significant societal goals.

The results of this study have broad repercussions, offering practical advice and improving our understanding of the complex role that CSR plays in fragile contexts. To improve the success of CSR projects in similar contexts, the following section will convert these observations into specific recommendations for different stakeholders.

## 5.3 Recommendations

This part provides specific recommendations adapted for various stakeholders, building on the learnings and conclusions from the research. These suggestions will improve CSR programs' efficacy, impact, and comprehension in fragile contexts.

### 5.3.1 Recommendations for Businesses

- Strategic Alignment: CSR programs should align with core business strategy and local community needs to maintain sustainability and relevance.
- Transparency and Accountability: To foster confidence and demonstrate accountability, put in place clear reporting procedures.
- Collaboration: Get involved with neighborhood NGOs, governments, and communities to form beneficial alliances with more significant impact.

### 5.3.2 Recommendations for Policymakers

- **Regulatory Support:** Develop clear and supportive regulations that encourage responsible business practices.
- **Incentives:** Businesses that exhibit excellent CSR performance should be given incentives, such as tax rebates or public recognition.
- **Monitoring and Enforcement:** Establish vital monitoring programs to guarantee compliance and act against greenwashing or other unethical practices.

### 5.3.3 Recommendations for Future Research

- **Diverse Contexts:** Explore CSR in various fragile contexts to build a more comprehensive understanding.
- **Longitudinal Studies:** Conduct longitudinal research to evaluate the durability and long-term effects of CSR activities.
- **Interdisciplinary Approach:** Collaborate across disciplines to develop a more complete, comprehensive understanding of the function of CSR in fragile contexts.

These suggestions give companies, decision-makers, and researchers a road map for utilizing CSR as a potent weapon for effective change. Stakeholders can create a more mature, stable, and well-governed society under fragile contexts by heeding these lessons.

## 5.4 Limitations and Future Research

The concentration on a single case study and the limitations of secondary data are just two examples of the research's acknowledged shortcomings, although it has produced valuable insights. Future studies could broaden their focus by incorporating numerous case studies, using primary data collection techniques, and examining various fragile contexts. Comparative research could also improve the understanding of CSR's role in various contexts.

With an emphasis on stability, development, governance, and successful solutions, this research project has embarked on an exploratory journey to study CSR's function in fragile contexts. The research has aided in the theoretical understanding and practical application of CSR through a thorough analysis of Tullow Oil in Ghana. It has emphasized CSR's numerous benefits and offered practical advice for stakeholders. The research's results and conclusions have the potential to help enterprises, governments, and upcoming scholars use CSR as a transformative force in fragile contexts.

## References

- Abbas, J. and Dogan, E. (2022) The impacts of organizational green culture and corporate social responsibility on employees' responsible behaviour towards the society. *Environmental Science and Pollution Research*, 29(40), pp.60024-60034.
- Adams, D., Adams, K., Ullah, S. and Ullah, F. (2019) Globalisation, governance, accountability and the natural resource 'curse': Implications for socio-economic growth of oil-rich developing countries. *Resources Policy*, 61, pp.128-140.
- Adeoye-Olatunde, O. A., and Olenik, N. L. (2021) Research and scholarly methods: Semi-structured interviews. *Journal of the american college of clinical pharmacy*, 4(10), 1358-1367.
- Aggarwal, V.S. and Jha, A. (2019) Pressures of CSR in India: an institutional perspective. *Journal of Strategy and Management*, 12(2), pp.227-242.
- Angela, M., Anthony, M., Francis, E. and Damilola, A. (2021) Recent trends in corporate social responsibilities in Nigeria-A case study of major oil firms in the Niger delta region. *Scientific African*, 13, e00928. <https://doi.org/10.1016/j.sciaf.2021.e00928>.
- Ansu-Mensah, P., Twum, K.K., Agyapong, G.K.Q. and Nimako, R.K. (2023) CSR and Community Development: A Focus on Firms in the Extractive Sector in Africa. In *Corporate Social Responsibility in Developing Countries: Challenges in the Extractive Industry* (pp. 65-81). Cham: Springer International Publishing.
- Attah, A. and Amoah, P. (2023) The extractive industry and expectations of resource benefits: does CSR promote community well-being?. *Corporate Governance: The International Journal of Business in Society*.
- Aziz, F. (2023) Beyond the Ledger: Enhancing Global Sustainability through Data-Driven Accounting Frameworks. Farooq Aziz.
- Baidoo, D.A. (2022) Factors Influencing Capital Structure: An Empirical Evaluation of Major Oil and Gas Producing Companies Operating in Ghana. *International Journal of Finance Research*, 3(4), pp.294-311.
- Baidoo, D.A. (2022) Factors Influencing Capital Structure: An Empirical Evaluation of Major Oil and Gas Producing Companies Operating in Ghana. *International Journal of Finance Research*, 3(4), pp.294-311.
- Bergen, N. and Labonté, R. (2020) "Everything is perfect, and we have no problems": detecting and limiting social desirability bias in qualitative research. *Qualitative health research*, 30(5), pp.783-792.

- Bilham, N.T. (2021) Responsible mining and responsible sourcing of minerals: opportunities and challenges for cooperation across value chains.
- Blowfield, M., and Murray, A. (2008) Corporate responsibility: A critical introduction. New York, NY: Oxford University Press
- Bowen, H.R. (2013) Social responsibilities of the businessman. University of Iowa Press.
- Braun, V., and Clarke, V. (2023) Toward good practice in thematic analysis: Avoiding common problems and becoming a knowing researcher. *International Journal of Transgender Health*, 24(1), 1-6.
- Buell, R.W. and Kalkanci, B. (2021) How transparency into internal and external responsibility initiatives influences consumer choice. *Management Science*, 67(2), pp.932-950.
- Byrne, D. (2022) A worked example of Braun and Clarke's approach to reflexive thematic analysis. *Qual Quant* 56, 1391–1412. <https://doi.org/10.1007/s11135-021-01182-y>.
- Camba, A., Lim, G. and Gallagher, K. (2022) Leading sector and dual economy: how Indonesia and Malaysia mobilised Chinese capital in mineral processing. *Third World Quarterly*, 43(10), pp.2375-2395.
- Caratas, M.A. (2023) Corporate Social Responsibility Practices Amid Political and Economic Transformation in Europe. *Technium Soc. Sci. J.*, 43, pp.302.
- Carroll, A. B. (1999) Corporate social responsibility evolution of a definitional construct. *Business & society*, 38(3), 268-295.
- Cash, A.C. (2012) Corporate social responsibility and petroleum development in sub-Saharan Africa: The case of Chad. *Resources Policy*, 37(2), pp.144-151.
- Cezarino, L.O., Liboni, L.B., Hunter, T., Pacheco, L.M. and Martins, F.P. (2022) Corporate social responsibility in emerging markets: Opportunities and challenges for sustainability integration. *Journal of Cleaner Production*, 362, pp.132224.
- Cho, S.J., Chung, C.Y. and Young, J. (2019) Study on the Relationship between CSR and Financial Performance. *Sustainability*, 11(2), pp.343.
- Choi, S. (2023) ESG Metrics: Safeguard against Greenwashing or Safe Harbor for Greenwashing?. *Geo. Wash. J. Energy & Env't L.*, 14, pp.27.

Cicchiello, A.F., Kazemikhasragh, A., Perdichizzi, S. and Rey, A. (2023) The impact of corruption on companies' engagement in sustainability reporting practices: an empirical examination. *International Journal of Emerging Markets*.

Dartey-Baah, K., and Amoako, G. K. (2021) A review of empirical research on corporate social responsibility in emerging economies. *International Journal of Emerging Markets*, 16(7), 1330-1347.

Devlin, J.F., 2023. CSR, SLO and local mining communities. In *Local Communities and the Mining Industry* (pp. 17-37). Routledge.

Dmytriyev, S.D., Freeman, R.E. and Hörisch, J. (2021) The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management. *Journal of Management Studies*, 58(6), pp.1441-1470.

Enquist, B. and Haglund, L. (2011) Starbucks with Corporate Social Responsibility (CSR). How Starbucks succeeds in a business world with CSR. Faculty Board of Economic Sciences. Communication and IT. Karlstads Universitet. Recuperado de <http://www.Diva-portal.Org/smash/get/diva2,353800>.

Fallah-Shayan, N., Alavi, S. and Zahed, M. A. (2021) Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR). *Sustainability*, 14(3), 1222. <https://doi.org/10.3390/su14031222>.

Ferri, L.M., Pedrini, M. and Minciullo, M. (2022) Corporate social responsibility and stakeholder dialogue under institutional voids: decoupling the role of corporate motives, ethics, and resources. *Journal of Management and Governance*, 26(1), pp.159-188.

Fitzgerald, A.J. and Spencer, D. (2020) Governmentality and environmental rights: Regulatory failure and the Volkswagen emissions fraud case. *Critical Criminology*, 28, pp.43-63.

Frederiksen, T. and Himley, M. (2020) Tactics of dispossession: Access, power, and subjectivity at the extractive frontier. *Transactions of the Institute of British Geographers*, 45(1), pp.50-64.

Freudenreich, B., Lüdeke-Freund, F. and Schaltegger, S. (2020) A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, 166, pp.3-18.

Freund, S., Nguyen, N.H. and Phan, H.V. (2023) Shareholder litigation and corporate social responsibility. *Journal of Financial and Quantitative Analysis*, 58(2), pp.512-542.



Ganson, B., He, T.L. and Hennisz, W.J. (2022) Business and peace: The impact of firm–stakeholder relational strategies on conflict risk. *Academy of Management Review*, 47(2), pp.259-281.

Gatti, L., Seele, P. and Rademacher, L. (2019) Grey zone in–greenwash out. A review of greenwashing research and implications for the voluntary-mandatory transition of CSR. *International Journal of Corporate Social Responsibility*, 4(1), pp.1-15.

Gavin, M. (2019) 5 EXAMPLES OF CORPORATE SOCIAL RESPONSIBILITY THAT WERE SUCCESSFUL. Available online: <https://online.hbs.edu/blog/post/corporate-social-responsibility-examples> [Accessed 18 July 2023].

Glass, L.M., Newig, J. and Ruf, S. (2023) MSPs for the SDGs–Assessing the collaborative governance architecture of multi-stakeholder partnerships for implementing the Sustainable *Development Goals*. *Earth System Governance*, 17, pp.100182.

Grewal, A., Kataria, H. and Dhawan, I. (2016) Literature search for research planning and identification of research problem. *Indian Journal of Anaesthesia*, 60(9), 635-639. <https://doi.org/10.4103/0019-5049.190618>.

Gusenbauer, M. and Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research Synthesis Methods*, 11(2), 181-217. <https://doi.org/10.1002/jrsm.1378>.

Ham, C.D. and Kim, J. (2020) The effects of CSR communication in corporate crises: Examining the role of dispositional and situational CSR skepticism in context. *Public Relations Review*, 46(2), pp.101792.

Hankins, R. (2019) Embracing Informational and Archival Literacies. *Reference & User Services Quarterly*, 58(3), pp.153-157.

Harari, M. B., Parola, H. R., Hartwell, C. J. and Riegelman, A. (2020) Literature searches in systematic reviews and meta-analyses: A review, evaluation, and recommendations. *Journal of Vocational Behavior*, 118, p.103377.

Hopkins, M. (2012) Corporate social responsibility and international development: is business the solution? Routledge.

Jauernig, J. and Valentinov, V. (2019) CSR as hypocrisy avoidance: a conceptual framework. *Sustainability Accounting, Management and Policy Journal*, 10(1), pp.2-25.

Johnson, R. M. (2019) Coca-Cola and Corporate Social Responsibility: A Case Study of Sustainable Development in Education in Kenya. Drexel University.

Jokinen, E. (2023) Sustainable actions adapted to luxury strategy: Case Bulgari, Tiffany & Co., Pomellato & Qeelin: A critical discourse analysis.

Jones, E. (2019) Rethinking greenwashing: Corporate discourse, unethical practice, and the unmet potential of ethical consumerism. *Sociological Perspectives*, 62(5), pp.728-754.

Khan, M. and Lockhart, J. (2022) Corporate social responsibility decoupling in developing countries: Current research and a future agenda. *Business and Society Review*, 127(1), pp.127-143.

Khan, M. and Meel, P., Corporate Social Responsibility and Competitive Advantage of Private Telecom Sector in Afghanistan.

Khan, S. A. R., Yu, Z., Panait, M., Janjua, L. R. and Shah, A. eds. (2021) Global corporate social responsibility initiatives for reluctant businesses. IGI Global.

Kleinheksel, A. J., Rockich-Winston, N., Tawfik, H. and Wyatt, T. R. (2020). Demystifying Content Analysis. *American Journal of Pharmaceutical Education*, 84(1). <https://doi.org/10.5688/ajpe7113>.

Kourula, A., Moon, J., Salles-Djelic, M.L. and Wickert, C. (2019) New roles of government in the governance of business conduct: Implications for management and organizational research. *Organization Studies*, 40(8), pp.1101-1123.

Lambooy, T. (2011) Corporate social responsibility: sustainable water use. *Journal of Cleaner Production*, 19(8), pp.852-866.

Latapí-Agudelo, M. A., Jóhannsdóttir, L. and Davídsdóttir, B. (2019) A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1-23. <https://doi.org/10.1186/s40991-018-0039-y>.

Li, T., Higgins, J. P., and Deeks, J. J. (2019) Collecting data. *Cochrane handbook for systematic reviews of interventions*, 109-141.

Li, X., Kim, J.B., Wu, H. and Yu, Y. (2021) Corporate social responsibility and financial fraud: The moderating effects of governance and religiosity. *Journal of Business Ethics*, 170, pp.557-576.

Liou, R.S. and Rao-Nicholson, R. (2021) Multinational enterprises and Sustainable Development Goals: A foreign subsidiary perspective on tackling wicked problems. *Journal of International Business Policy*, 4, pp.136-151.

Lucrezi, S., Esfehiani, M.H., Ferretti, E. and Cerrano, C. (2019) The effects of stakeholder education and capacity building in marine protected areas: A case study from southern Mozambique. *Marine Policy*, 108, pp.103645.

Masefield, S. C., Megaw, A., Barlow, M. *et al.* (2020) Repurposing NGO data for better research outcomes: a scoping review of the use and secondary analysis of NGO data in health policy and systems research. *Health Res Policy Sys* 18, 63. <https://doi.org/10.1186/s12961-020-00577-x>.

Masum, A., Hanan, H., Awang, H., Aziz, A. and Ahmad, M.H. (2020) Corporate social responsibility and its effect on community development: An overview. *Journal of Accounting Science*, 22(1), pp.35-40

Melin, M.M. (2021) The business of peace: understanding corporate contributions to conflict management. *International Interactions*, 47(1), pp.107-134.

Menghwar, P.S. and Daood, A. (2021) Creating shared value: A systematic review, synthesis and integrative perspective. *International Journal of Management Reviews*, 23(4), pp.466-485.

Miklian, J. and Barkemeyer, R. (2022) Business, peacebuilding, violent conflict and sustainable development in Myanmar: presenting evidence from a new survey dataset. *Journal of Asia Business Studies*, 16(4), pp.600-617.

Millington, R., Giles, A.R., van Luijk, N. and Hayhurst, L.M. (2022) Sport for sustainability? The extractives industry, sport, and sustainable development. *Journal of Sport and Social Issues*, 46(3), pp.293-317.

Mohammed, A.S., Ackah, I., Tuokuu, F.X. and Abane, S. (2022) Assessing the corporate social responsibility interventions in the Ghanaian oil and gas industry: Perspectives from local actors. *The Extractive Industries and Society*, 12, pp.101145.

Morgan, D.L. and Nica, A. (2020) Iterative thematic inquiry: A new method for analyzing qualitative data. *International Journal of Qualitative Methods*, 19, p.1609406920955118.

Naveenan, R.V., Jarin, T. and Prabhu, S.B (2022) Corporate social responsibility of Canara Bank—a systematic status review. *International Journal of Business Information Systems*, 40(3), pp.376-398.

Nowell, L. S., Norris, J. M., White, D. E. and Moules, N. J. (2017) Thematic Analysis. *International Journal of Qualitative Methods*. <https://doi.org/10.1177/1609406917733847>.

Ofoeda, I., Tufour, J. K. and Nketia, E. A. (2023) The impact of anti-money laundering regulations on inclusive finance: Evidence from Sub-Saharan Africa. *Cogent Economics & Finance*, 11(2), p.2235821.

Pandey, P., and Pandey, M. M. (2021) *Research methodology tools and techniques*. Romania: Bridge Center.

Pannucci, C. J. and Wilkins, E. G. (2010) Identifying and Avoiding Bias in Research. *Plastic and Reconstructive Surgery*, 126(2), 619. <https://doi.org/10.1097/PRS.0b013e3181de24bc>.

Pfajfar, G., Shoham, A., Matecka, A. and Zalaznik, M. (2022) Value of corporate social responsibility for multiple stakeholders and social impact—Relationship marketing perspective. *Journal of business research*, 143, pp.46-61.

Plänitz, E. (2019) Neglecting the urban? Exploring rural-urban disparities in the climate change—conflict literature on Sub-Sahara Africa. *Urban Climate*, 30, p.100533.

Preuss, L. (2013) Corporate Social Responsibility. In: Idowu, S.O., Capaldi, N., Zu, L., Gupta, A.D. (eds) *Encyclopedia of Corporate Social Responsibility*. Springer, Berlin, Heidelberg. [https://doi.org/10.1007/978-3-642-28036-8\\_127](https://doi.org/10.1007/978-3-642-28036-8_127).

Rezaeinejad, I., Khaniwadekar, A. and Rana, K.S. (2021) The analytic study of the Russian experience in the context of corporate social responsibility (CSR): the lessons for Iran and developing countries. *In SHS Web of Conferences*, 114, pp.01028. EDP Sciences.

Salvioni, D.M. and Gennari, F. (2019) Stakeholder perspective of corporate governance and CSR committees. Salvioni, DM & Gennari F.(2019). Stakeholder Perspective of Corporate Governance and CSR Committees, *Symphonya. Emerging Issues in Management* (symphonya. Unicusano. It), 1, pp.28-39.

Snyder, H. (2019) Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339. <https://doi.org/10.1016/j.jbusres.2019.07.039>.

Soskis, B. J. (2010) The Pre- and Early History American Corporate Philanthropy. History of Corporate Responsibility Project, Working Paper No. 3. University of St. Thomas, Minnesota UST Research Online. Available online: <https://ir.stthomas.edu/cgi/viewcontent.cgi?article=1015&context=ocbctrcebc> [Accessed 17 July 2023].

Spencer, L., Radcliffe, L., Spence, R. and King, N. (2021) Thematic trajectory analysis: A temporal method for analysing dynamic qualitative data. *Journal of Occupational and Organizational Psychology*, 94(3), pp.531-567.

Ştefanachi, B., Grecu, S. P., Chiriac, H. C. (2022) Mapping Sustainability across the World: Signs, Challenges and Opportunities for Democratic Countries. *Sustainability*, 14(9), 5659.

Stobierski, T. (2021) TYPES OF CORPORATE SOCIAL RESPONSIBILITY TO BE AWARE OF. Available online: <https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility> [Accessed 19 July 2023].

Sundström, A., Hyder, A. S. and Chowdhury, E. H. (2020) Market-oriented CSR implementation in SMEs with sustainable innovations: an action research approach. *Baltic Journal of Management*, 15(5), pp.775-795.

Taherdoost, H. (2022) What are different research approaches? Comprehensive Review of Qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, 5(1), 53-63.

Thao-Nguyen, N. T., Nguyen, N. P. and Hoai, T. T. (2021) Ethical leadership, corporate social responsibility, firm reputation, and firm performance: A serial mediation model. *Heliyon*, 7(4). <https://doi.org/10.1016/j.heliyon.2021.e06809>.

Tumin, D. and Tobias, J. D. (2019) The peer review process. *Saudi Journal of Anaesthesia*, 13(Suppl 1), S52. [https://doi.org/10.4103/sja.SJA\\_544\\_18](https://doi.org/10.4103/sja.SJA_544_18).

Ullah, S., Adams, K., Adams, D. and Attah-Boakye, R. (2021) Multinational corporations and human rights violations in emerging economies: Does commitment to social and environmental responsibility matter?. *Journal of Environmental Management*, 280, pp.111689.

United Nations Environment Programme (2019) US outdoor clothing brand Patagonia wins UN Champions of the Earth award. Available online: <https://www.unep.org/news-and-stories/press-release/us-outdoor-clothing-brand-patagonia-wins-un-champions-earth-award> [Accessed 20 July 2023].

Vemuri, V.P., Uvaneswaran, S.M., Sumiya, S., Sharma, J. and Pandey, S. (2023) CSR and Corporate Governance Interdependence: A Conceptual Study. *Harbin Gongcheng Daxue Xuebao/Journal of Harbin Engineering University*, 44(6), pp.58-67.

- Wang, X., Xiang, C., Meng, L., Chi, L. and Li, S. (2022) External corporate social responsibility promotes employees' unethical pro-organizational behavior: an attribution perspective. *Current Psychology*, pp.1-15.
- Wickert, C. (2021) Corporate social responsibility research in the Journal of Management Studies: A shift from a business-centric to a society-centric focus. *Journal of Management Studies*, 58(8), pp.E1-E17.
- Wickham, R. J. (2019) Secondary Analysis Research. *Journal of the Advanced Practitioner in Oncology*, 10(4), 395-400. <https://doi.org/10.6004/jadpro.2019.10.4.7>.
- Wirba, A. V. (2023) Corporate Social Responsibility (CSR): The Role of Government in promoting CSR. *Journal of the Knowledge Economy*, 1-27. <https://doi.org/10.1007/s13132-023-01185-0>.
- Wirba, A.V. (2023) Corporate Social Responsibility (CSR): The Role of Government in promoting CSR. *Journal of the Knowledge Economy*, pp.1-27.
- Yusoff, H., Ahman, Z. and Darus, F. (2019) The influence of corporate governance on corporate social responsibility disclosure: A focus on accountability. *Academy of Accounting and Financial Studies Journal*, 23, pp.1-16.
- Zhu, H., Hui, K.N.C. and Gong, Y. (2022) Uncovering the nonmarket side of internationalization: the Belt and Road Initiative and Chinese firms' CSR reporting quality. *Asia Pacific Journal of Management*, pp.1-29.
- Zhuang, M., Zhu, W., Huang, L. and Pan, W.T. (2022) Research of influence mechanism of corporate social responsibility for smart cities on consumers' purchasing intention. *Library Hi Tech*, 40(5), pp.1147-1158.