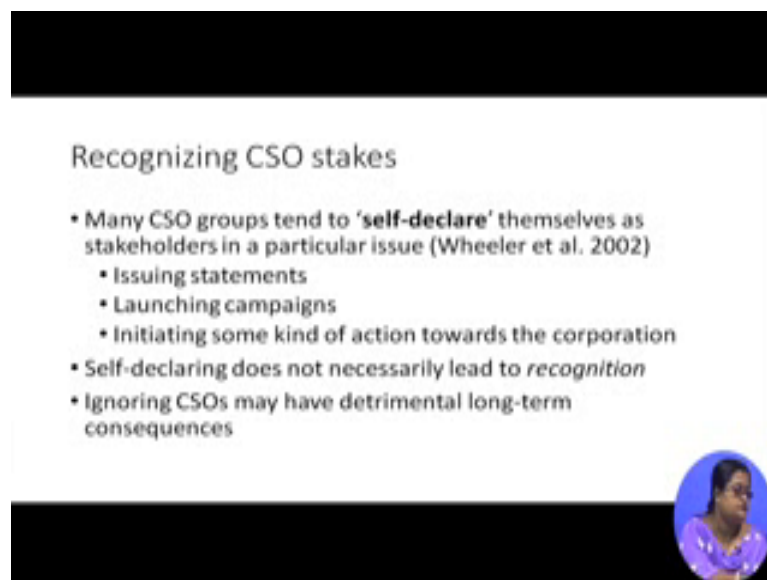


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**Lecture – 44**  
**Ethical issues and CSOs**

Now, we are going to focus on the ethical issues related with the civil society organization. Now when we understand the civil society organizations represent the interest of the human beings and also non human entities.

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Recognizing CSO stakes

- Many CSO groups tend to 'self-declare' themselves as stakeholders in a particular issue (Wheeler et al. 2002)
  - Issuing statements
  - Launching campaigns
  - Initiating some kind of action towards the corporation
- Self-declaring does not necessarily lead to *recognition*
- Ignoring CSOs may have detrimental long-term consequences

Then the ethical issues starts with first recognizing the CSOs stakes in what they are claiming. And this becomes a problem majorly with the promotional types of CSOs because when it is a. So, CSO, which is sectional CSO means representing the views and interest of a particular section of the society then, they can establish easily their stake by telling like these are my constituency, but when it.

So, they can easily establish their stake by like these are their constituency, but when it is a promotional CSO because the membership belongs to the based on the similar interest shared by the members and it is membership is by is from the outsiders and they representing a particular issue at hand, they need to establish their stake. It, becomes difficult because they cannot directly point to like I am representing this part of the society, but in many cases it so happens like the CSOs tend to self declare themselves as

a stakeholders in particular issue by issuing statements, launching campaigns and initiating some kind of action towards the corporation. And there it becomes difficult for the organization to understand whether they are truly the stakeholders or not and whether to recognize them as stakeholders or not.

Self we have to understand; self declaring does not necessarily lead to recognition and. So, what how can the organization is going to understand, who are my stakeholders? We have already discussed this earlier, when we are talking of stakeholder like selections based on like if there are four, five CSO who are coming and claiming at the same point of time; I am your stakeholder and you have to answer to my needs and demands. Practically it is like, not possible for the organization to answer to the demands of all the CSOs at a single point of time because there are limitations of time and of course, resources are there and so a selection has to be made based on whom do I select as the CSO or groups of CSOs, whom I am going to listen to and answer to their demands and try to see what they are speaking about.

See in order to do that the instrumental theory of the stakeholder as we discussed earlier these comes to help. The normative theory, does not help us to that extent in selecting the CSOs and like narrowing down and finding out who are important for me? The instrumental theory if you remember, it talks of the CSOs selection based on like; what is the importance of issue that they are talking of? And is that issue how much does it effect the my business? Or how much do I get affected by, if I am not responding to their needs and all? And so how whether it is directly connected? And what is the importance of the things that they are talking of? And how much power that the CSO has? So, that if we are not listening to it them may be in the long run the organization is in trouble.

So, some of these subjective considerations, judgments also are required in selecting who are the CSOs? Whom you are going to respond to? But with a word of caution definitely over here is ignoring a particular CSO, may have a detrimental effect in long term or a long term consequences because the CSO which may be with today, whom you may feel like is not an representing in important issue now, but if specifically for the promotional groups CSOs. So, they may be go out to the media and the publicity, negative publicity of the organization like we are, our interests have not been taken care, we have not been given proper recognition and all may be damaging to the reputation of the organization and may have a long term detrimental effect. So, then how can this recognizing CSOs be

done? It is a very rigorous task. It requires lot of patience and lot of understanding good judgment to understand this, but of course, it may start with instead of just ignoring some CSOs, the initial step may start with to listening to their problems.

So, if somebody's problems are listened to it gives, it definitely sends a message like the organization is respecting the interest of the entity, may be human or may be non human about which whose interest the particular CSOs are representing and try to find out actions like what corrective actions may be taken for anything that is done in a wrong way by the organization. So, opening up a dialogue or trying to listen to the, what the CSOs are trying to represent may help to understand the CSO problems and then may be make a logical priority setting like based on their urgency, need and may be the you know connectivity the business and the power you take up certain issues first and then second and third and so some planning is done to answer to the needs and the you know the interest of the groups like the which the CSOs are representing, but ignoring CSOs may have a detrimental effect.

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The slide is titled "CSO tactics" and lists the following categories and items:

- Indirect action
  - Sometimes criticised for providing misleading information
- Violent direct action
  - Often illegal
  - Tends to generate the most publicity
  - Is this action 'civil' at all?
- Non-violent direct action
  - Demonstrations and marches
  - Protests
  - Boycotts
  - Occupations
  - Non-violent sabotage and disruption
  - Stunts
  - Picketing

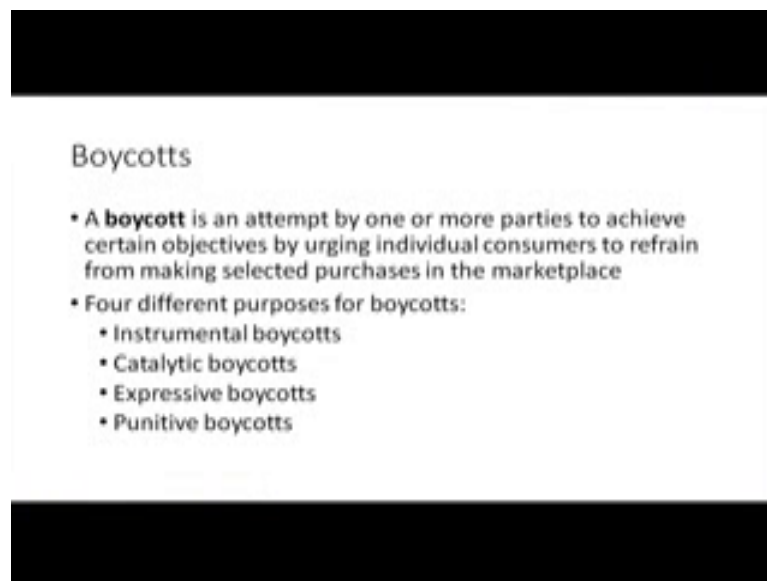
In the bottom right corner of the slide, there is a small circular inset image of a woman with dark hair, wearing a purple top, looking towards the left.

So, the different tactics taken by CSOs to make themselves heard to the organizations, the corporates are could be like indirect actions and could be direct actions. So, when you are talking of indirect actions; they are like focusing, they are publicizing certain news about the organization, certain reports about the organization which may have

sometimes be providing misleading information. So, these are indirect actions which may affect if not done with the honest intention, the reputation of the organization.

Violent direct action involves like fights may be breaking the damaging the properties of the organization. So, putting on fire or something like that. So, which are often in illegal, but it generates you know like the most of the publicity. But we have to understand when the like if it is an communication of two responsible parties with each other then is this action are at all civil, can be termed as civil action at all. So, we are here focusing more on the non violent direct actions in terms of like demonstrations and marches. Protests and boycotts, then non violent sabotage and disruptions stunts picketing, occupations. These are some types of like non violent actions which are chosen to represent the CSOs to draw, represent the CSOs and draw the attention of the organizations corporation to the issues that the CSOs are trying to communicate to the corporation and want the corporation to act upon to take care of the issues and lessen the harm provided by the corporates actions.

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Now, we will discuss about one of the techniques, which is very important technique which is called boycotts. In boycott and it is an attempt by one or more parties to achieve certain objectives by urging individual consumers to refrain from making selected purchases in the market place; may be for the target organizations chosen. So, boycott the products or services of that particular organization to support the cause of the CSO

for the cause that they are promoting. There are four different purposes for boycotts like instrumental boycotts, catalytic boycotts, expressive boycotts and punitive boycotts. We will go to the details of explaining each one of these boycotts.

Instrumental boycotts is aimed to force the target to change; target here is the organization to change a specific policy. Goals may be very clear such as the may be protest against the policy, the introduction of better conditions etcetera. So, it is instrumental in getting something that is why this word instrumental. Second we are talking of a catalytic boycott. In catalytic boycott it seeks to raise awareness about the companies actions and policies. So, the boycott itself is a means to generate more publicity. It helps in generating more publicity which is either for the CSO or for the broader campaign of action against the company. So, it is catalyst, it acts as a catalyst in and like in something which is happening. It adds may be more intensity to it that is why this is called a catalytic boycotts.

Expressive boycotts are more general forms of protest that effectively just communicate general displeasure about the target company. This form obtains to be characterized by more vague goals, since their focus is more on the CSO and the consumers registering their disapproval. So, this is an expressive boycott. So it is where the CSO is speaking about certain issue and the consumers are coming and expressing their views on the target company.

So, punitive boycotts seek to, it seeks to punish the target company for its actions. Therefore, rather than just communicating about the displeasure these types of boycotts. In these types of boycotts the CSOs actively involves in it cause the CSO for, it cause the firm harm like aiming usually aimed by erosion of sales.

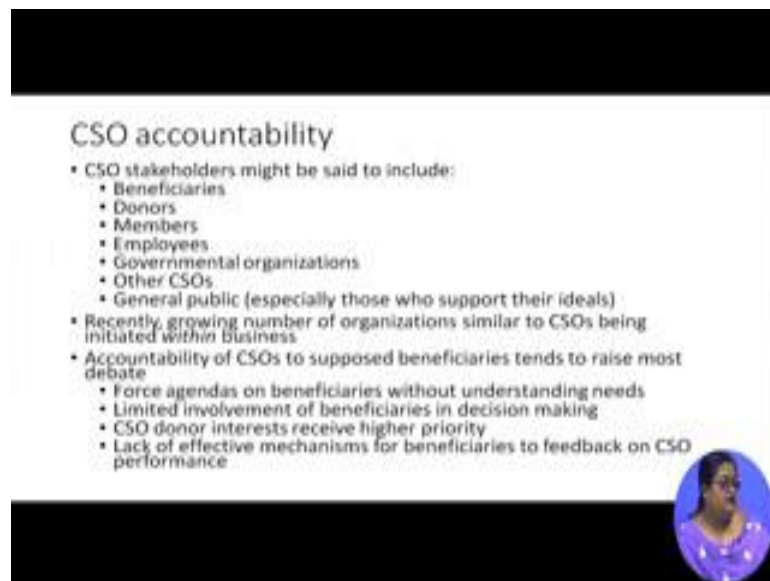
So, these could be the four different purposes for boycotts when you are talking of instrumental boycotts. It is geared towards changing a specific policy; catalytic boycott may be more geared towards gaining publicity for the CSO and the issues that is talking of, creating a broader campaign. It is expressive boycott is where the consumers are coming and expressing their displeasure about certain issues, but it does not have any such specific goal and when it is a punitive boycott it is the CSO, which gets actively involved in causing certain harm to the target firm; mainly through reduction in the sales or erosion of sales.



KFC supply chain and like it has led to some improvement in practices, but the campaign was called off in Canada, due to new animal welfare plan, but continuous in US, UK and several other countries.

So, but when like for body shop while organizer CSO organisation like nature watch the issues where sale of body shop to Loreal which is part owned by Nestle. Main issues involved a Loreals use of animal testing. A nature watch press released claimed that the body shop had lost millions revenue in just one year due to the campaign. No change in policy was; however, done in Loreal. So, there are like you can understand the protests are there boycotts are there, campaigns are there, different different issues have been taken up, but all the issues may have not like, we either resolved in the way by the CSOs that they started to boycott with or may be some actions have been taken, but not to the fullest level which the CSOs were expecting.

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**CSO accountability**

- CSO stakeholders might be said to include:
  - Beneficiaries
  - Donors
  - Members
  - Employees
  - Governmental organizations
  - Other CSOs
  - General public (especially those who support their ideals)
- Recently, growing number of organizations similar to CSOs being initiated *within* business
- Accountability of CSOs to supposed beneficiaries tends to raise most debate
  - Force agendas on beneficiaries without understanding needs
  - Limited involvement of beneficiaries in decision making
  - CSO donor interests receive higher priority
  - Lack of effective mechanisms for beneficiaries to feedback on CSO performance

So, that brings us to the discussion of the CSO accountability where we will try to focus on the issues like whom are the CSOs accountable to? About their actions whose interest do they need to speak about? So, and whose issues are they are supposed to be representing? And what way they are answerable to these groups of people bodies, whose interest they are representing? So, the here we are. So, we are mainly trying to discuss about the stakeholders of the CSO itself. The stakeholders of the CSO are generally the beneficiaries mainly because it is to answer their interest, the CSO has have

to represent their interest the CSOs have been formed. So, the beneficiaries, the donors, the members, the employees, government organizations, other CSOs and general public at large who the CSO, who support their ideals are the main stakeholders.

Recently; however, there are number of growing organizations similar to CSOs being initiated within the business itself, who are taking care of the responsibilities of the organizations towards the larger society. So, the most of the like issues come up regarding the accountability of the CSO to their beneficiaries and the ethical issues that become a part of the debate because which is been found in some cases the CSOs in developed countries is where, who were perpetuating to represent the interest of or those in the low, less economical developed countries have been accused of imposing you know their own agendas on local people without adequately understanding their situations and needs.

This is due to like may be because if it the donors money that is targeted and then there are group of donors who would like to donate money for certain causes which are may be closed to their heart and may not give donations for certain causes. So, if the CSOs own survival is the question which is guiding them at the back of their mind, they may pose like they are taking up agendas of local people. But it may so be the case like actually they are speaking of their own agendas and posing like these are the agenda of the local people even without understanding them or trying to consult them and find out whether it is a true need or not.

So, the involvement of the beneficiaries in; so, where it comes to like the CSO donor interests receives the high priority. So, the less of involvement of the beneficiaries in the agenda setting, target setting and then finding out how to work on it. So, always like in the search for money need for financial support as told because it is the donors money they try to give priority to the donors interest. So, and that is why this forcing of agendas and in many cases there are lack of effective mechanisms for the beneficiaries to give a feedback on the CSOs performance like, how they are actually performing.

So, that brings to question the ethical intention of some of the CSOs like whose cause they are actually representing. Is it their own cause? For because, now you have seen like from informal type of organization it is somewhere becomes formalized and it is functioning like professional institutes and so the survival of it. So, the it becomes like is



a concern for the CSOs and because they thrive on the donors money in order to give primary interest, what the donors have ready to donate for? They may try to speak about those issues only or selectively look for those issues and speak for those or they may force these agendas on the local people also even if it is not there. So, there lies the ethical dilemma and for this there needs to be some.

Like, when you talking of business and CSO relationship and when you are talking of like the selection of the CSO and may be finding out who is truly acting for the cause that they are telling self declaring, that they are representing. This selection requires a rigorous type of research in to and study to find out, are they really accountable to the beneficiaries; mainly for whose cause they are self declaring like they are representing.

In the next session we will move towards globalization and the civil society organizations. In the context of globalization what are the changing roles of the civil society organizations.

Thank you.