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The Principles of Social Responsibility and International Cooperation for Development: An Analysis of the Lagoas do Norte Program

Los Principios de Responsabilidad Social y Cooperación Internacional para el Desarrollo: Un Análisis del Programa Lagoas do Norte

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ABSTRACT:

Objective: To analyze the benefit of the principles of social responsibility of the NBR-ISO 26000 in an international cooperation program for development.

Theoretical framework: The article presents an evolution of the concept of Social Responsibility, through theories related to international cooperation for development – CID, transparency and *accountability*.

Methodology: The study used a qualitative, exploratory approach, anchored in data triangulation and content analysis of semi-structured interviews with the managers of the Lagoas do Norte Program and citizens of the municipality of Teresina.

Results: The principles of social responsibility of the NBR-ISO 26000 impacted the public management of the municipality of Teresina in its capacity to develop and manage urban interventions and economic and social development.

Originality: The results contribute to overcome the absence, in the Brazilian literature, of articles that make a theoretical discussion, in an integrated way, about aspects related to international cooperation for development – CID, transparency and accountability.

Theoretical and practical contributions: The results contribute to the theoretical discussion regarding to overcome the absence, in the Brazilian literature, of articles that make a theoretical discussion about aspects related to international cooperation for development - CID, transparency and accountability. Since ISO 26000 points to the need for a more careful investigation in relation to the interested parties, this study contributes in a practical perspective to the management of international development cooperation projects - CID with regard to the relationship with companies, governments, the media, suppliers, peer organizations and the community in which it operates.

KEYWORDS: International Cooperation for Development, Social responsibility, Lagoas do Norte Program, Public administration.

RESUMO:

Objetivo da Pesquisa: Analisar o benefício dos princípios da responsabilidade social das Normas Brasileiras-NBR-ISO 26000 em um programa de cooperação internacional para o desenvolvimento.

Enquadramento teórico: O artigo apresenta uma evolução do conceito de Responsabilidade social, mediante as teorias relacionadas à cooperação internacional para o desenvolvimento – CID, transparência e *accountability*.

Metodologia: O estudo utilizou uma abordagem qualitativa, de caráter exploratória, ancorada na triangulação de dados documentais e análise de conteúdo de entrevistas semiestruturadas com os gestores do Programa Lagoas do Norte e cidadãos que residem na área de abrangência do projeto em Teresina.

Resultados: Os princípios da responsabilidade social da NBR-ISO 26000 impactaram a gestão pública do município de Teresina em sua capacidade de desenvolvimento e gerenciamento de intervenções urbanas e desenvolvimento econômico e social.

Originalidade: Os resultados contribuem para suprir a ausência, na literatura brasileira, de artigos que façam uma discussão teórica acerca dos aspectos relacionados à cooperação internacional para o desenvolvimento – CID, transparência e *accountability*.

Contribuições teóricas e práticas: Os resultados contribuem para a discussão teórica referente a ausência, na literatura brasileira, de artigos que façam uma discussão teórica acerca dos aspectos relacionados à cooperação internacional para o desenvolvimento – CID, transparência e *accountability*. Uma vez que a ISO 26000 aponta para a necessidade de uma investigação mais criteriosa em relação às partes interessadas, esse estudo contribui em uma perspectiva prática para a gestão dos projetos de cooperação internacional de desenvolvimento - CID no que diz respeito à relação com empresas, governos, mídia, fornecedores, organizações pares e a comunidade em que opera.

PALAVRAS-CHAVE: Cooperação Internacional para o Desenvolvimento, Responsabilidade Social, Programa Lagoas do Norte, Gestão Pública.

RESUMEN:

Objetivo de la investigación: Analizar el beneficio de los principios de responsabilidad social (NBR-ISO 26000) en un programa de cooperación internacional para el desarrollo.

Marco teórico: El artículo presenta una evolución del concepto de Responsabilidad Social, a través de teorías relacionadas con la cooperación internacional para el desarrollo – CID, transparencia y rendición de cuentas

Metodología: El estudio utilizó un enfoque cualitativo, exploratorio, anclado en la triangulación de datos y análisis de contenido de entrevistas semiestruturadas con los gestores del Programa Lagoas do Norte y ciudadanos del municipio de Teresina

Resultados: Los principios de responsabilidad social de la NBR-ISO 26000 han impactado la gestión pública del municipio de Teresina en su capacidad para desarrollar y gestionar intervenciones urbanas y de desarrollo económico y social.

Originalidad: Los resultados contribuyen a superar la ausencia, en la literatura brasileña, de artículos que hagan una discusión teórica, de forma integrada, sobre aspectos relacionados con la cooperación internacional para el desarrollo – CID, transparencia y rendición de cuentas.

Aportes teóricos y prácticos: Los resultados contribuyen a la discusión teórica en cuanto a superar la ausencia, en la literatura brasileña, de artículos que hagan una discusión teórica sobre aspectos relacionados con la cooperación internacional para el desarrollo - CID, transparencia y rendición de cuentas. Dado que la ISO 26000 apunta a la necesidad de una investigación más cuidadosa en relación con las partes interesadas, este estudio contribuye en una perspectiva práctica a la gestión de proyectos de cooperación internacional para el desarrollo - CID en lo que respecta a la relación con empresas, gobiernos, medios de comunicación, proveedores, organizaciones pares y la comunidad en la que opera.

PALABRAS CLAVE: Cooperación Internacional para el Desarrollo, Responsabilidad social, Programa Lagoas do Norte, Gestión pública.

INTRODUCTION

Studies on the PLN sought residential satisfaction and the meanings of resettlement (Nunes, 2010), consequently, the existence of environmental impacts caused after its implementation is suggested (Sousa et al., 2014). Our study seeks to dialogue with previous studies on the PLN (Nápolis et al., 2018; Rodrigues Neto, 2018; Carmo, 2017; Chaves & Andrade, 2017; Sousa, 2017; Monte, 2016; Oliveira, 2016; Monte & Moraes, 2015; Rodrigues, 2015; among others), through the discussion of aspects related to international cooperation for development – CID and the principles of RS (Instituto Ethos, 2013; NBR-ISO 26000, 2010). We understand that the CID provides governments and institutions with the development of common standards in the formulation of programs that take into account the benefits for more than one community (Cramer, 2006). In a complementary way, Social Responsibility, in public management, concerns a social commitment of public organizations in relation to society (Cramer, 2006).

For Nunes (2010), in Brazil, studies on CID are incipient. Lima (2016) stated that the conceptual theories of the CID have achieved important achievements, for example, the firm commitment of institutions to build partnership relationships aligned with development priorities, however, they lack relevant empirical results. As for RS, Mello and Mello (2017) stated that the existing gaps lack empirical studies that include research aimed at RS.

Since studies on CID and RS in public management are relevant, the following research problem was sought: Do the principles of social responsibility of NBR-ISO26000 benefit an international cooperation program for development? Thus, the objective of the research was to analyze the benefit of the principles of social responsibility of NBR-ISO26000 in an international cooperation program for development.

The study sought a better appropriation of the theme, aiming at further reflections on the CID and RS concepts. This research also contributes to the deepening of knowledge related to the principles of SR (Instituto Ethos, 2013).

2 INTERNATIONAL DEVELOPMENT COOPERATION: CONCEPTS AND CHARACTERIZATION

Nation-states aim international cooperation as a form of political power in certain regions (Leite et al., 2018). The motivational elements for cooperation in the 1980s were ethical and altruistic, however, in practice, military, political and economic security prevailed (Puente, 2010).

For Milani and Loureiro (2013), international cooperation maintains a structure of economic, cultural and political domination, representing a power tool for Western intervention in the Third World. According to Lopes (2008), the motivation of actors in the international system is “complex, contradictory and changeable”. However, the justification for the motivation of the countries' interest in cooperation, in several cases, does not correspond to the intention of the donor country (Milani & Loureiro, 2013).

For De Souza Paula and Alves (2001), international cooperation ensures peace and promotes development and justice, maintaining social order. According to Pino (2006), international cooperation for development would be the flow of public resources, from States or international organizations, aimed at the economic and social development of the receiving countries. For Silva (2011, p.60), international cooperation symbolizes a joint effort, involving two or more nations, to strengthen operational capabilities in different areas, taking the form of bilateral, multilateral and/or non-governmental cooperation (Silva, 2011).

International cooperation has solidarity as a motivating device for development, which represents a counterpoint to the directions that permeate official development assistance to countries (Corrêa, 2010). For Tomazini (2017), the CID was characterized by the verticality of the relationship between donors and recipients. Milani and Loureiro (2013) stated that the CID is a political field, whose bases are the belief in progress, hope as a political task, solidarity as an indispensable aspect and development as an end.

The literature points to a connection between the CID and the RS construct. Mathis and Mathis (2012) pointed out that the relevance of social responsibility is evident in the national and international relations undertaken. Various types and models of organizations operate in a context of interaction, partnership and dialogue with other organizations and governments. This action, with a focus on RS, takes place when national and international organizations allocate budgets to the planning and execution of projects in line with ethical and socially responsible principles (Mathis & Mathis, 2012).

The responsibility that an organization has for the impact it causes on its stakeholders (Commission of the European Communities, 2003), the obligation to engage in dialogue with stakeholders (UK Government, 2001), the form of management based on the ethical and transparent relationship of the organization with its audiences (Instituto Ethos, 2013), through the impacts of decisions and activities of organizations on society and the environment (Associação Brasileira de Normas Técnicas [ABNT], 2010), evidence the relationship between CID and RS.

According to Wood (1991), the responsibilities, implicit in the principles of social responsibility, impact on three levels: personal, organizational and institutional. This vision goes beyond Friedman's (1962) economic rationality, presenting itself as a social reaction, through criteria of ethical rationality, of social responsibility (Sethi, 1979). For Carroll (1999), RS demonstrates organizational ethics aimed at stakeholders. According to Teixeira (2013), social responsibility highlights the degree to which an organization's managers carry out actions that protect and develop society beyond what is necessary. For Lizcano (2006), the government generates social responsibility when the goal, which is intended to be achieved, recognizes the general interest of society. Therefore, the government understands the issue of social responsibility, through transactions that affect culture, environment and sustainability (Claessens & Yurtoglu, 2012).

3 ISO 26000 - PRINCIPLES OF SOCIAL RESPONSIBILITY

According to the International Organization for Standardization, ISO-26000 is a “Guidance on Social Responsibility that helps companies and organizations translate principles into effective actions and shares best practices related to social responsibility, globally”. The general principles, according to ISO-26000, are: Accountability, which is the company's duty to account for the actions carried out to Stakeholders; Transparency, since the organization must be transparent about its activities that impact the environment; Ethical behavior, related to the values of honesty, equity and integrity; Respect for the interests of interested parties, enabling other individuals or groups to have specific rights, claims or interests taken into account by organizations; Respect for the rule of law, which is about the supremacy of the law and the idea that no individual or organization is above the law; Respect for international norms of behavior, as an organization must respect international norms of behavior; Respect for human rights, referring to respect for human rights and recognition of both their importance and their universality.

A characteristic of social responsibility is the organization's willingness to incorporate socio-environmental considerations into its decision-making processes, as well as accountability for the impacts of its decisions and activities on society and the environment (Instituto Ethos, 2013; NBR ISO 26000). For Ceneviva (2006), accountability represents a notion of explanation and accountability that a manager (the public administrator) must provide and be subject to in relation to society. The dominant theoretical approach on accountability is the agency theory that highlights the relationship between the principal (citizen) and the agents (politicians, administration, public managers) (Cox & McCubbins, 2001; Mainwaring, 2003; Menezes, 2015; Papenfuss & Schaefer, 2010; Przerworski, 2010).

Organizational transparency is the set of practices concerning the clarity of information made available to stakeholders (Cappelli, 2009). The organization must clearly and accurately disclose the policies, plans, guidelines, decisions and activities under its responsibility and their known and likely impacts on society and the environment (Instituto Ethos, 2013).

The principle of ethical behavior refers to the values to deal with the impact of their activities and decisions on people and the environment (Instituto Ethos, 2013). These values and moral principles guide what should or should not be done depending on what is considered right or wrong by a given community, based on a socially accepted set of individual and collective rights and obligations (Almeida, 2007).

An organization must have knowledge and respect for the interests of the various audiences (internal and external) that exert some type of influence on the organization or are influenced by it (Hourneaux Junior, 2010). For Clarkson (1995) there are primary and secondary stakeholders. The primaries represent those whose absence in the relationship with the organization would compromise its survival. Secondaries influence or are influenced by the organization and have the ability to mobilize public opinion such as the media and non-governmental organizations (Freeman, 1984).

Regarding respect for international norms of behavior, the organization, in situations where the legislation does not provide adequate socio-environmental safeguards, must seek to respect international norms of behavior, if local legislation conflicts with international norms (ABNT, 2010).

According to Piovesan (2007), the fundamental documents in the discussion on Human Rights consist of the Universal Declaration of Human Rights and the International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights. Thus, human rights are basic rights granted to all human beings, divided into civil and political rights and the second category to economic, social and cultural rights (ABNT, 2010; Instituto Ethos 2013).

4 METHODOLOGY

The methodology occupies a central place within the theories and is always referred to them (Minayo, 2001). An exploratory research with a qualitative approach was chosen (Mimayo, 2001). In this research, we assume that the Lagoas do Norte Program - PLN is a complex public policy that seeks a comprehensive social intervention, both from an institutional point of view, and in people's daily lives. In this sense, the selection of a qualitative methodological approach allowed us to understand the context and place of speech of the actors, capturing the density of social phenomena (Creswell & Clark, 2013).

The research techniques were conducting in-depth interviews and document analysis. As they are semi-structured interviews, they allow the researcher to observe the emergence of related themes not foreseen in the script and observe the way in which the interviewees react to the formulated questions (Yin (2010). , through a critical study of its content (Cellard, 1997).

The unit of analysis was Teresina City Hall – PMT, through the analysis of the implementation of the Lagoas do Norte Program - PLN, the result of an CID with the BIRD (World Bank). The PLN foresaw investments of more than R\$100 million in the first stage and around R\$400 million in the second stage, benefiting 13 (thirteen) neighborhoods (Teresina, 2014b). The components that bring together the objectives and actions of the Program are 03: Modernization of Municipal Management; Urban and Environmental Requalification; and Economic and Social Development (Teresina, 2014c).

The research subjects were: 04 members of the PLN managers, 04 members of the Lagoas do Norte Committee - CLN and 04 members of the Ferreira de Sousa Defense Center Association - ACDFS, totaling 12 in-depth interviews. The process of choosing the subjects was due to accessibility and typicality, since they are representative agents of the target population (Vergara, 2009). The inclusion criteria were individuals who were part of the public power or organized civil society directly involved in the implementation of the PLN, namely: members of the CLN (representatives of associations from the 13 neighborhoods affected by the program), managing members of the PLN (the public power) and members of the ACDFS (Boa Esperança social movement and the group affected by the PLN) who are not represented by the CLN members (Andrade, 2018).

Primary data were collected through interviews with a semi-structured script, based on NBR ISO 26000. The use of NBR ISO 26000 took into account its elaboration through a multi-party process, through the collaboration of specialists from more than 90 countries and 40 international organizations, with wide regional performance involved in different aspects of social responsibility. Secondary data were collected through the following documents: reports of socio-environmental project activities and performance, baseline study, safety panels, project paper, rendering of accounts, map of works, bulletins, resettlement framework, public hearings and consultations, anthropological study, terms of cooperation between the International Bank for Reconstruction and Development - BIRD (World Bank) and the PMT, among other documents.

In the data analysis, we chose to use content analysis (Bardin, 2011), since we sought to understand the contribution of international cooperation for development - CID to social responsibility in public

management in the municipality of Teresina, starting from the analysis perspective of the Lagoas do Norte Program. The transcripts of the speeches were individually processed using the word processor. We used the IRaMuTeQ software to tabulate the data, thus promoting triangulation between the responses of respondents, the documentation evaluated and direct observation in loco to ensure the reliability and validity of the research (Gray, 2012;). The analysis categories and the respective objectives are described in Table 1.

Table 1: Analyticals Categories

Search analysis categories	Objective	Author
Accountability	A organização deve prestar contas e responsabilizar-se por seus atos.	(ABNT, 2010)
Transparency	Act with transparency in organizational decisions and activities.	(ABNT, 2010)
Ethical Behavior	Behave with honesty, equity and integrity.	(ABNT, 2010)
Respect for the interests of stakeholders	Identify all stakeholders and respect their legitimate rights, and consider other interests of all.	(ABNT, 2010)
Respect for the rule of law	Comply with the laws of all jurisdictions in which we operate.	(ABNT, 2010)
Respect for international standards	In situations in which the legislation does not provide adequate socio-environmental protection norms, international norms of behavior must, at the very least, be respected.	(ABNT, 2010)
Respect for human rights	Respect and, if possible, promote the rights provided for in the International Declaration of Human Rights.	(ABNT, 2010)

Source: Authors themselves (2018).

Source: Authors themselves (2018).

5 ANALYSIS OF RESULTS

5.1 Respect for the interests of interested parties

According to Hourneaux Junior (2010), knowledge and respect for the interests of the various audiences that exert some kind of influence on the organization or are influenced by it is essential for the survival of an organization. When analyzing the speeches of the interviewed managers, we found that the narrative is of a concern with the potters who needed professional requalification, due to the fact that the intervention of the PLN affected the work of these professionals.

With regard to respect for the interests of the parties and the identification of those most affected by the implementation of the PLN, Figure 1 shows the relationship between the terms “resident”, “stakeholders”, “risk area”; as well as between “PMT” and “family”, the interviewees’ reports are:

[...] Residents are the main part affected [...], within the residents [...] there are some segments that are more affected, among them women because they represent the majority of the population of the residences, the black population is another segment of the communities [...] (PLN_01).

The most affected are the horticulturists who spend a lifetime working in the area, supposedly destined to be expropriated, the horticulturists, the ebb farmers and the pot makers, handicrafts. [...] the project when it arrived, it came for the development of social welfare, of those who need it most [...] (PLN_08).

Considering the speeches of the different actors, it is concluded that, in fact, the managers of the PLN sought to understand the local context and the interests of the actors. This is confirmed in the analysis of similarities presented in Figure 1. In the eyes of the local community, the socially relevant conduct, on the part of the managers of the PLN, has been perceived as decisive in defining the prognosis of success or failure of the PLN (Costa & Carvalho, 2005). Therefore, building partnerships can be facilitated by meeting the suggestions and demands of this specific community (Lira, Gomes & Jacovine, 2009).

Public administration must consider the expectations of the community benefited by the PLN (stakeholder) and sustainable development (Instituto Ethos, 2013). Therefore, the better the understanding, on the part of PLN managers, about this network of interests and interactions, the more knowledge can be generated in order to increase and solidify the project's interventions (Surroca, Tribó & Waddock, 2010). The interviews corroborated this assumption, since the relationship between the interests of stakeholders and sustainable development are present, in Figure 1, through the words “sustainable development”, “family”, “PMT”, “PLN”, “environment and environment”. environment” that stand out in this interaction, according to the interviewees’ statements:

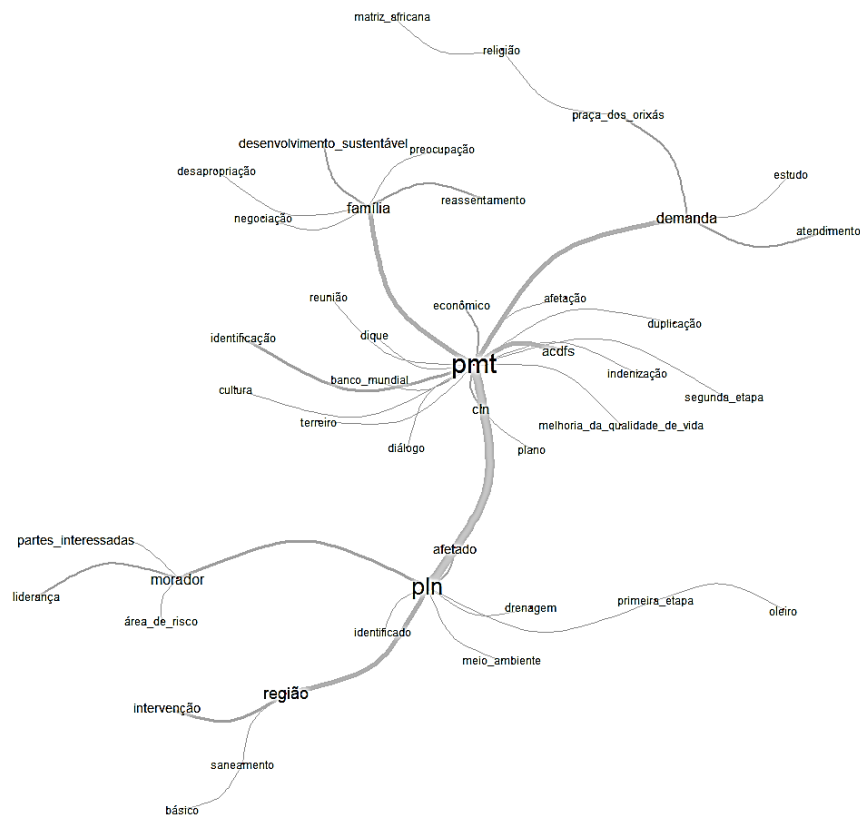


Figure 1: Respect for stakeholder interests – Similarity analysis
Source: Survey data (2019).

5.2 Accountability analysis

Broadly, accountability exists when there is a relationship between an actor and a forum (institutions or actors), in which the actor has the obligation to explain and justify his actions (Bovens, 2007). According to Bovens (2007), for accountability to be effective, this forum must be able to question and judge the actor's actions and impose sanctions, if necessary. In the same direction, ABNT (2010) points out that accountability guides the organization to be accountable and responsible for its impacts on society, the economy and the environment.

Based on this theoretical understanding, the analysis of the interviews and documents of the PLN allowed us to infer that the PMT is accountable for the activities and resources of the PLN (Teresina, 2014a). It is important to highlight that the World Bank, which finances the program, has very strict rules regarding

the accountability of the Municipal Government to the institution. This more technical inspection by the Bank was reflected in the managers' speech. This is also reflected in the publicity and accountability that management does to society, as evidenced in the quote.

[...] This model of provision of the Lagoas do Norte Program is done there, in the main hall of the city hall, together with the World Bank, Caixa Econômica Federal, all the managers who work in the Lagoas do Norte Program and [...] with the mobilization committee (CLN) [...] (PLN_05).

For Ceneviva (2006), accountability is the notion of explanation and accountability that a manager must provide to society. Regarding the channels available for making complaints for the purpose of investigating and holding PMT accountable for the implementation of the PLN, COLAB, Lagoas do Norte Program Management Unit - UGP, UPS Socio-Environmental Project Unit and facebook. COLAB is an application to make complaints, praise or questions, paid by PMT, this application works as a type of social network, very similar to facebook and Instagram. The UGP is a management and planning unit, while the UPS has a social role in monitoring the target population of the Program, with a team made up of social workers and psychologists.

The analyzes showed that COLAB is a tool known and used by the population, especially as a form of complaint. In this aspect, it is clear that the PMT complies with what is recommended by ABNT (2010), regarding the application of *accountability*, since it avoids the repetition of unintentional negative impacts.

The interviews showed that, initially, there was a very negative impact of the PLN, due to the way in which the social workers approached families that were in risk areas and needed to be removed. We observed that there was no sensitivity in approaching the topic with the residents, as can be seen in the speeches:

[...] The first contact these residents had with the program was from these contacts with the social workers saying that they will need to be removed [...] (PLN_01).

[...] It was the sealing of the houses [...], without explaining to people beforehand [...] this project [...] was done from top to bottom (PLN_02).

[...] The first impact was with the social workers, when they went to register the families [...] (PLN_03).

There are speeches reporting negative impacts concerning aspects and territorial ties arising from uncertainties regarding the future of the families that will be resettled psychologically. This relationship is evidenced, in Figure 2, by the words “impact”, “family”, “negative”, “bond”, “cultural”, “concern”, “psychological”.

The analysis of similarities in figure 2 summarizes the dimension of accountability in the analysis of the PLN. On the one hand, negative impacts and an attempt to change the approach of the technicians were observed, based on the complaints made by organized civil society. On the other hand, we have robust channels of communication with the PMT that have proven to be effective. Therefore, the PLN lacks better studies regarding the effective impact on its target audience or benefited sector and the sustainability of its results (Costa, 2018). Thus, efficiency measures are not enough to meet the expectations that society projects in relation to public administrators, for example, to act ethically and in accordance with democratic principles and the public interest (Denhardt & Denhardt, 2003).

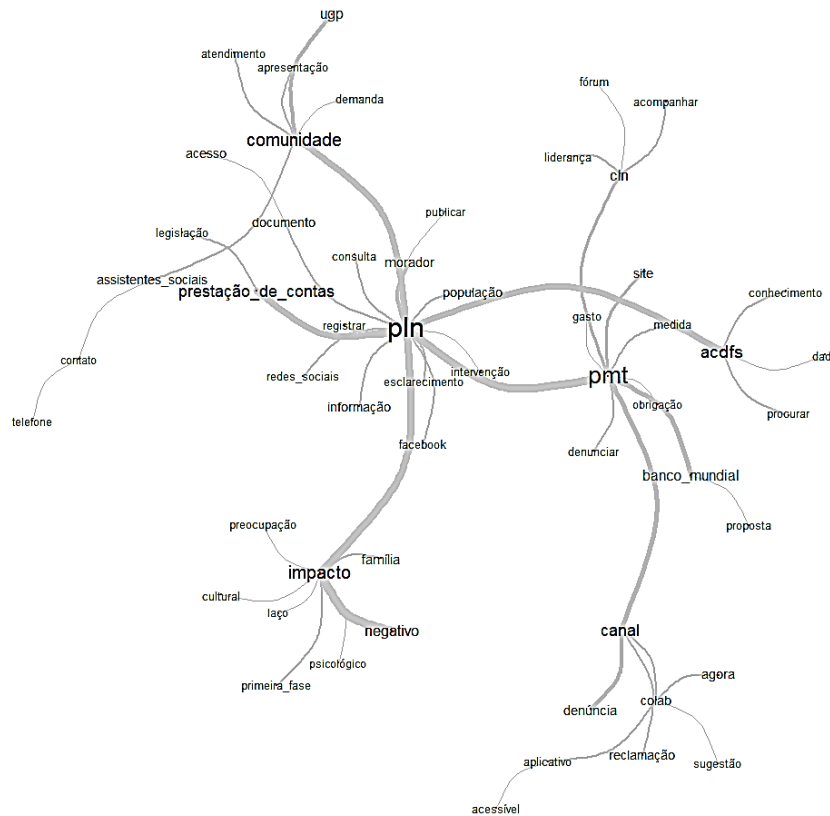


Figure 2: Accountability - Similarity Analysis
 Source: Survey data (2019).

Finally, it is important to highlight the importance of other control mechanisms such as the Public Ministry and the local media itself in the effectiveness of accountability (Menezes, 2015), even though the Municipal Bank and the PMT are willing to listen to the population, creating channels communication and improving the public policy implemented.

5.3 Analysis of transparency

Organizational transparency is the set of practices concerning the clarity of information made available to an organization's stakeholders (Cappelli, 2009). Regarding the questioning of respondents about the channels and procedures for accessing PLN information, it can be seen in Figure 3 a relationship between the words "channel", "PMT", "PLN", "UGP", "access", "presentation", "meeting", as well as in the testimonies about the theme:

The means that we (ACDFS) know [...] is the general coordination of the Lagoas do Norte Program (UGP), in fact they (PMT) have a PLN headquarters, which is in the north. Every request that we (ACDFS) need to be made, we (ACDFS) do it by letter, from the defense center, requesting [...] documents, participation in some meetings, complaints [...] (PLN_01).
 [...] In the park itself (UPS) [...] information that [...] is incomplete, it comes to a drop, you know [...]. We (ACDFS) are (are) looking for organizations that [...] supervise the resources, so that we (ACDFS) can, together with these organizations, open a channel for dialogue [...] (PLN_02).

implementation of the PLN. In Figure 4, the word “PGM Teresina” appears, as well as in the transcript of the report:

[...] We have (PMT) the legal monitoring [...] to ensure the application of these laws [...] from our municipal legal department and also always in compliance with the guidelines of the World Bank [...] (PLN_10).

The Ethos Institute (2013) states that the organization must ensure that its relationships and activities comply with the intended and applicable legal framework. In this case, the PLN has, within the framework of involuntary resettlement of affected families and properties, the legal framework for resettlement with laws, decrees, ordinances, municipal institutions and functions. In addition, in the Environmental and Social Assessment Report - RAAS, there is the structure of the municipal public administration and the monitoring of environmental licensing legislation, environmental policies and bodies responsible for inspection, as well as in the other documents there is a section with the framework legal and institutional framework of the PLN (Teresina, 2014a). From this perspective, the word “PRI” (Involuntary Resettlement Plan) is in interaction with “PMT” and “involuntary resettlement”, which allows us to say that the rules and methodology established in the PRI are followed in the resettlement processes.

The words “arbitrary” also have a connection with “PMT” in Figure 4. This finding leads to the understanding that some actions by the municipal power took place in an arbitrary manner. In the interviews, it was possible to identify events in which the community did not feel involved in the process, understanding that, in these cases, decisions were made “from the top down” (Mosse, 2005).

Although the PMT is complying with the established laws, norms and rules, the dialogue with the population affected by the PLN needs to be improved, with regard to their rights and duties, knowledge and practices, as well as respect for their plural forms of rationality. (Said, 2007). In this way, it is concluded that work with greater awareness of the problems of the local population is necessary (Milani & Loureiro, 2013).

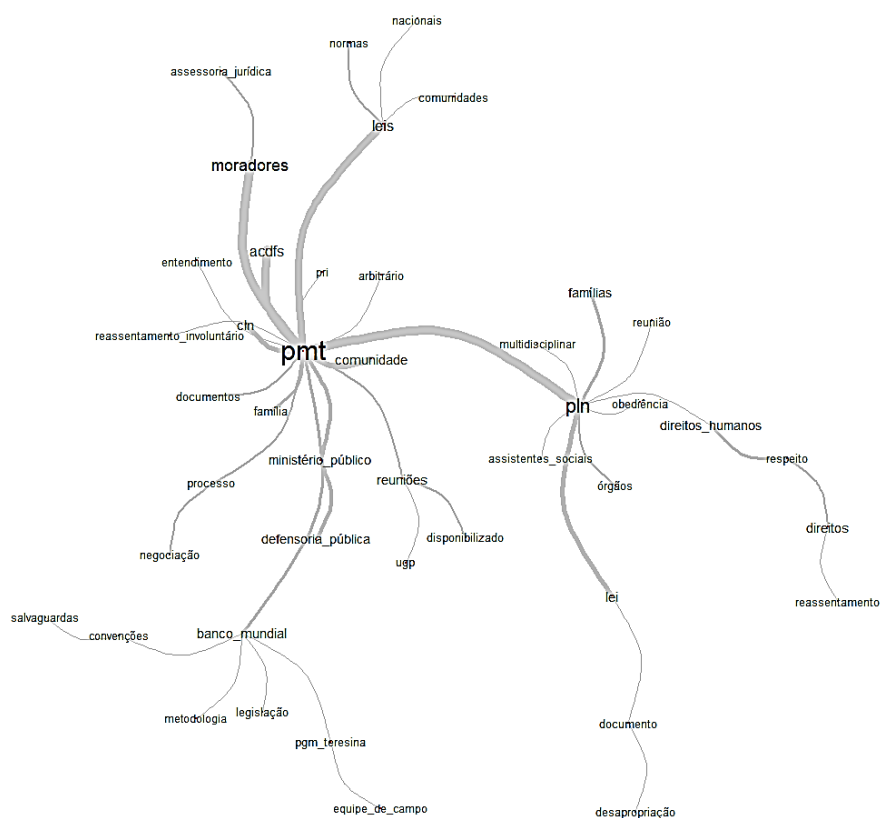


Figure 4: Respect for the rule of law – Similarity analysis

Source: Survey data (2019).

5.5 Analysis of ethical behavior

The ethical behavior of an organization must be based on the values of honesty, equity and integrity, through the identification and declaration of its fundamental values and principles, creation of stimuli and promotion of the observance of its ethical behavior standards (Almeida, 2007; ABNT, 2010). That said, with regard to the fundamental values and ethical behavior to be followed in the PLN, Figure 5 demonstrated an interaction of the terms “fundamental”, “value”, “PLN”, “community”, “respect” and “empathy”.

The comparison of the analysis of similarities with the in-depth analysis of the interviews, showed some conflicts between the speeches of the actors who represent the target audience of the program and the managers. While municipal managers extol the ethical and moral values of the PLN, the target audience argues that the World Bank documents present the values that the PMT should follow, but which are not always followed, according to the statements presented.

We have access to some documents that are provided by the World Bank on these ethical values that the city hall should follow (PLN_01)

[...] The main value that we (PMT) have here, in addition to other ethical and moral values, is respect, the respect that we (PMT) have with the community itself, [...] from the principle of respect, [...] empathy, putting oneself in the place of others so that the projects [...] meet the needs of the community (PLN_09).

According to the interviewees, the ACDFS even made complaints to the inspection panel of the World Bank, arguing that residents are not always heard by PMT technicians. In other words, they want a greater dialogue, in view of the deep urban intervention in the region by the PLN.

Thus, in our analyzes we did not observe a lack of professional ethics on the part of PMT technicians. The demand is for more dialogue or more transparent dialogue. Figure 5 summarizes the standards of ethical behavior, through a vertex in which the terms “promotion”, “meeting”, “UGP” and “PLN” are related. In this case, in line with Cunha Filho (2000), Léfèbvre (2001), Moraes, Monte and Pereira (2014), Rocha and Aragão (2012), the participation of the population in the elaboration/implementation/evaluation of the PLN is evident.

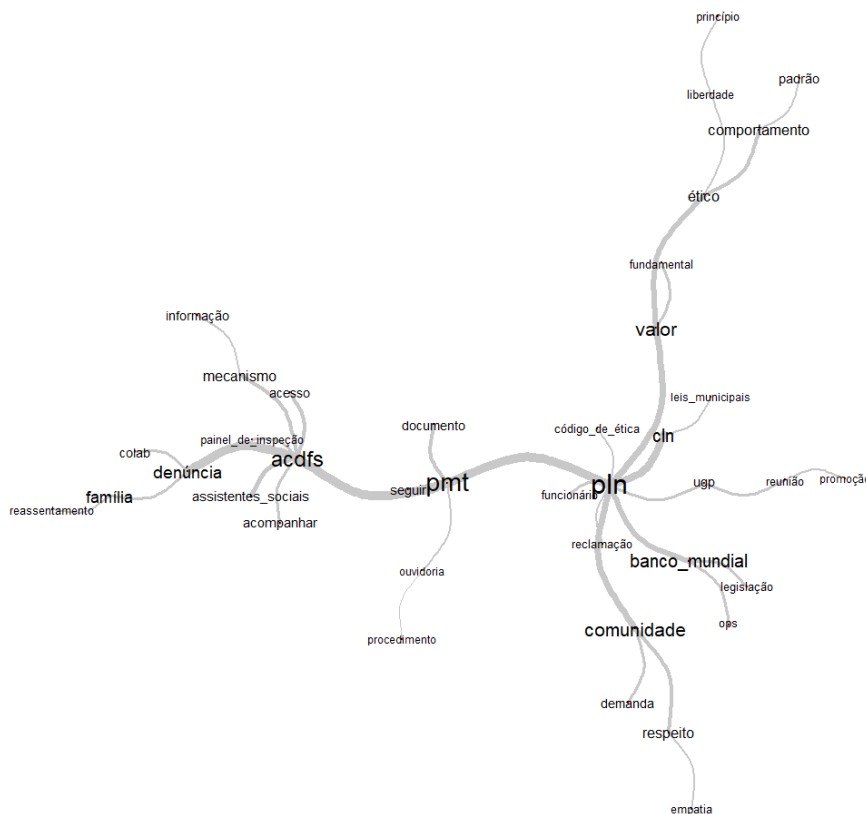


Figure 5: Ethical behavior - Similarity analysis
Source: Survey data (2019).

Source: Survey data (2019).

5.6 Analysis of respect for human rights

Human rights are the basic rights conferred on human beings, therefore, the organization should respect and promote the rights provided for in the International Bill of Human Rights (Ethos Institute, 2013). Regarding respect for human rights, in the actions of the PLN, Figure 6 shows the interaction of the terms “PMT”, “social workers”, “talk”, “right” and “understanding”, evident in the statements:

[...] It (PMT) [...] sends a social worker to the person's house, talking to the person, I think she is respecting that person's right (PLN_06).

5.7 Analysis of respect for international standards of behavior

International norms of behavior are expectations of socially responsible organizational behavior arising from customary international law, generally accepted principles of international law or intergovernmental agreements that are universally recognized (ABNT, 2010). The analysis showed the words “contrary”, “resident”, “conflict”, “PMT” and “document”. Together with the reports, it is concluded that residents who are against the PLN do not have access to all documents.

[...] In these international standards there is transparency of data and information, perhaps the most important thing [...], all documents should be made publicly available so that all people have access, [...] Lagoa do Norte page [...] many documents are available, but we know that only a part of the documents [...] (PLN_01).

There was a deficiency in the data transparency process, there is a lack of data about the contracts in force with service providers (engineering and advertising), the rendering of accounts of the first stage and the details of the PCS with the actions performed. On the other hand, it is noteworthy that not all the opinions of the interviewees, the target audience of the PLN, are negative, there are actors who positively evaluated the work carried out by the PMT.

Figure 7 summarizes the analysis of the dimension “respect for international norms of behavior”. Positive words such as “norms”, “safeguard”, “social” and “environmental” were observed, as well as negative terms, for example “complaint”, “removal” and “conflict”. In line with the results, the literature points to elements for state compliance with international agreements, for example, democracy and the influence of domestic agents (Simmons, 2009) and the robustness of organized civil society (Dai, 2007)

insecurity of families staying in the residences. Thus, we found that the main obstacle of the program is the issue related to resettlement.

6.1 Research contributions

The main contribution of the research was the deepening of knowledge related to the practical aspects of the principles of RS, considering that the study on how the principles of social responsibility (NBR-ISO 26000, 2010) improve public management in the municipality of Teresina does not was the subject of previous studies. Therefore, the study of RS in CID actions can be seen as an important contribution of research to the academic environment and necessary to elucidate the relationship between CID and RS in public management.

6.2 Research limitations and recommendations for future research

The main limitations of the research were (a) the use of a non-probabilistic sample, for convenience, and (b) the use of only one international cooperation project. The limitations related to the researcher (displacement, financial cost, research time), the sample of 12 interviewees, so that this statistical system does not allow the generalization of the findings. The use of only data from a CID project restricts the understanding of how RS principles improve public management, through an CID project, considering that other projects could provide more information about these relationships.

The present research developed a theoretical relationship little discussed in the literature, and in this way, it opens the way for future research. Among the possibilities that may occur, we recommend: a) replicating this research in public or private institutions; b) deepen the study on the principles of social responsibility in public management.

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