

Societal Perception of the Corporate Social Responsibility of Lafarge Cement Nigeria Plc

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Abstract: *This paper examines the factor of Corporate Social Responsibility (CSR) and its relationship with societal perception and expectation. The study is a measurement of the disparity between what Lafarge Cement Nigeria Plc Ewekoro feels is her CSR and what the Ewekoro Community expects from the company. This study was carried out in Ewekoro local government, Ogun state of Nigeria with one thousand two hundred (1200) Questionnaires administered and distributed to resident of the company area. Data collected were analysed using percentage analysis and hypothesis tested through Z score statistics at 0.5 % significance. The result of the findings revealed the positive influence of CSR on promoting peace and harmony in the host community of an organisation and thus reducing attendant societal menaces, also the result of the tested hypothesis showed that there is significant relationship between Lafarge Plc Corporate Social Responsibility (CSR) projects and community expectation. The paper recommends that Host communities should be involved in CSR plan so that projects are designed according to the need of the community and ensure they cooperate with the companies operating in their area to achieve the objectives of CSR to its fullest sense through amicable presentation of grievances.*

Keywords: *Corporate Social Responsibility (CSR); Societal Perception; Ewekoro Community; Lafarge Cement; Nigeria*

1. INTRODUCTION

Corporate Social Responsibility (CSR) also referred to as corporate conscience, corporate citizenship, or corporate social opportunity can be described as an attempt at instilling discipline and the integration of self regulation into the business principles and ethics of Multi National Corporations (MNCs). It functions basically as a built-in self regulating mechanism whereby business organizations monitor and ensure active compliance with the spirit of the law, ethical standards and international norms. In other words, the goal of CSR is the embrace of responsibility and accountability for the company's actions and inactions. This is coupled with the need to encourage and engender a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public (Wood, 1991).

According to Ikein (1990), CSR-focussed businesses would proactively promote the public growth and development as well as voluntarily eliminating sharp practices that can harm the Public Interest (PI) regardless of legality. It has been alleged that business practices are destroying life on earth and are responsible directly or indirectly, for the most dramatic human impacts on the eco system. This is because operations are conducted with too little thought on environmental sustainability, interest of fence line or host communities. However, CSR is an attempt at giving back to the constituency or society that has made an organization. It is apt to contend that CSR construct though a new coinage however, it is not a new practice. CSR could be traced back to such examples as the 17th and 18th centuries business philosophical principles that were not primarily profit maximization driven but by the need to add value to the society at large (Mullerat, 2005). Nevertheless, CSR has received greater international attention since the beginning of the 21st century when economic globalization picked up at a higher speed as pointed out by Smerdon, (2007).

In Nigeria, the quest for formalised CSR practice started during the military interregnum of the 1990s as typified by the Shell Nigeria Plc – Ogoni imbroglio to the sudden realization that one cannot continue to take so much without the restoration of little. Often, it takes a crisis to precipitate attention to CSR. The issue since then has never been that nothing is given in return, but whether what has been restored justified the expropriation. There is an evident disproportion between the numerous privileges MNCs enjoy and the minuscule and scarce obligations undertaken by them. As an illustration, for a society that craves for basic amenities like portable water, medical facilities, good roads and electricity to mention few, scholarship awards to gifted and perhaps indigent students might be too individualistic, cosmetic, non-utilitarian and not altruistic enough. Despite the fact that colossal fund had been spent on CSR in Nigeria, it is seemingly money down the drain and the so much desired peace and security appear elusive.

Furthermore, petty contracts as patronage to cabals of local potentates might prove inadequate, thus portending sheer diabolism. At the behest of massive ecological fallouts and indoor pollution that do not obey apartheid policies, Shell Petroleum Development Company between 1997 and 2003 spent \$336.8M on development projects (Ite, 2004). Even though this amount is colossal, developments in the land do not reflect that the yearnings and aspirations of the host communities have been assuaged. In similar veins, WAPCO (Lafarge) boasts of a milestone history of over 50 years of quality cement production (Agboola, 2011). This is one dimension of the position. It is another dimension entirely when one notes the catalogue of CSRs that she has embarked upon which do not meet the expectations and perception of the Ewekoro Community. Empirical research on CSR has not reached maturity and is scarce in the Nigerian cement industry. The extent to which the host community like Ewekoro in Nigeria perceive the CSR efforts of WAPCO (Lafarge) Plc is question of further research thus making the present study to be germane.

2. RESEARCH OBJECTIVES

The study attempted to examine the perception of the host community about the CSR delivery of manufacturing companies with specific emphasis on Lafarge Cement Nigeria Plc and Ewekoro Community.

Specifically, the study shall pursue the following objectives:

- i. To identify and assess the CSR practices of Lafarge Cement Ewekoro
- ii. To evaluate the perception of host community on CSR of Lafarge Cement
- iii. To evaluate the extent to which the Lafarge Cement Ewekoro CSR practices has promoted inter social harmony between her and the host community

Literature review and conceptual underpinnings

Some scholars like Saether and Aguilera (2008) identified a difference between the heterogeneous nature and leit motif of CSR. Theirs were of comparative analysis. They have identified differences between the Canadian (Montreal School of CSR), the Continental European and the Anglo Saxon approaches to CSR. Even within European categorization, CSR is not homogenous. In this category are Saether and Aguilera They are of the view that perceptions vary ranging from those who believe CSR is charity or philanthropy to those who believe that it is a social responsibility. Nevertheless, no society has a monopoly of any. It depends on which particular transnational corporation one is considering at any point in time. However, an approach of CSR that is becoming more widely accepted is the community based approach. This is the perspective that Oakley (1991) dwells extensively upon. He contends that Corporations should work with local communities to better themselves. The CSR that generally leads to more sustainable development should rely on an approach that assists in building the skills of the local populace as opposed to mere monetary donations that ends up in temporary consumerism

Similarly, another approach garnering increasing CSR interest is called Creating Shared Value or CSV. This is the position canvassed by Porter and Kraner (2010). This Shared Value Model is based on the idea that corporate success and social welfare are

interdependent. A business needs a healthy, educational workforce, sustainable resources and adept government to compete effectively. For society to thrive, profitable and competitive business must be developed and supported to create income, wealth, tax revenues and opportunity for charity. Crowther (2000) conceptualizes it as an approach of reporting a firm's activities which stresses the need for the identification of the socially relevant, the determination of those to whom the company is accountable for its social performance and the development of appropriate measures and reporting techniques. An example of social accounting, to a limited extent is found in an Annual Director's Report, under the requirements of virtually all Company Laws.

In another study, Orlitzky, Schmidt and Rynes (2003) found a correlation between social/environmental performance and financial performance. Their hypothesis is that the more an organization is socially and environmentally friendly, the more its financial buoyancy while vice-versa. In this regard, it is the long term interest of the business that should be paramount. Businesses may not be looking at short run financial returns when developing their CSR strategy. This view is corroborated by Bhatlacharya, Sankar and Korschien (2008) who harp on the fact that a CSR programme can be an aid to recruitment and retention particularly within the competitive graduate students market. There are instances when potential recruits often ask about a firm's CSR policy during an interview and having a comprehensive policy can give an advantage. This position may not be applicable to Nigeria where we have a seller's market. Labour is cheap and people just want employment opportunities regardless of CSR packages.

Kytle and Singh (2005) perceive CSR in terms of the institutionalization of a genuine culture of 'doing the right thing' so that a corporation can offset risks. Although this notion is too broad as 'doing the right thing' goes beyond the realm of CSR only, managing risk however is a central part of many corporate strategies. Reputations that take decades to build can be destroyed in few moments through incidents such as corruption, scandals, sabotage and environmental accidents. These can also draw unwarranted attention from regulators, the judiciary, government, non-governmental organizations and the media. Also, Paluszek (2005) perceives brand differentiation in terms of CSR. According to him, in crowded market places, companies strive for a unique selling proposition that can separate them from the competition in the minds of consumers. This perception is however too broad as the main aim of brand differentiation is a marketing strategy designed to boost sales. It does not have direct bearing with giving back in return to a society that has made an organization. CSR can play a role in building customers' loyalty based on distinctive ethical values and organizations can benefit tremendously from building a reputation for integrity and best practice.

Amaeshi, Adi, Ogbachie and Amao (2006) explore the practice of CSR in Nigeria with the main aim of proving whether it is an indigenous practice or Western mimicry. In other words, their concern is whether or not there is a Nigerian brand of CSR or it is an imitation of Western CSR practices. The dominance of the West in shaping the CSR agenda is not in doubt. However, their findings confirm that the CSR is a localised and socially embedded construct, as the 'waves' issues and 'modes' of CSR practices identified among indigenous firms in Nigeria reflect the firms responses to their socio economic context. This is a view shared by Maignan (2001), Hamman, R., Agbazue, T., Kapelus, P., and Hein, A. (2005) and Chapple and Moon (2005).

A common strand that runs through most of these studies, suggests that meaning and practice of CSR is socio-culturally embedded. Firms are products of their socio-economic environment, which in turn shapes or influences their CSR activities. Amaeshi et al (2006) were embarking on an elaborate exploratory study of the Nigerian corporate governance framework - which is the socio-legal contract between firms and society; and later by exploring the socio-economic conditions in which these firms operate, their focus is completely a radical departure from the concern of this paper. McWilliams and Siegel (2001) conceptualise CSR in term of '... actions that appear to further provide some social goods, beyond the interests of the firm and that which is required by law'. Their position however suffers the flaw of contradiction in the goals and objectives of CSR. Their contentions that

when CSR is pursued by MNCs, it is beyond the interests of the firms underlie the traditional belief that CSR is incongruent with the very nature and purpose of business and indeed a hindrance to free trade. It is the tactical endorsement of the position that CSR is contrasting with capitalism and are in favour of neo-liberalism principles that improvements in health, medical care and infrastructural facilities to mention three have been created by economic growth attributed to free enterprise.

At this juncture, it is apt to contend that the philosophy and principle behind CSR are predicated on the assumption that corporations make more long term profits by operating with stakeholders' welfare empathy. This is the view of scholars like Ratner (2011) that the business of leadership be it corporate or otherwise is to change the world for the better. The economy is to serve humanity and not humanity serving the economy. Thus, all economic entities have an obligation to the society. CSR methodologies are strategic tactics to gain public support, promote social licence for business presence in global markets and help MNCs sustain a competitive advantage over rivals by using their social contributions to provide a subconscious level of advertising. Global competition places a particular pressure on MNCs to examine not only their own labour practices, but those of their entire supply chain from a CSR perspective. On the other hand is the dissenting view of critics who hold contrary opinion that CSR distracts from the economic role of business. It is this hard line position that has coloured and polluted the judgement of several MNCs in Nigeria to perceive CSR as a philanthropic activity, thus, rendering it a voluntary exercise. Critics of CSR argue that CSR is a political subversion, an economic pulverization and market distortion because corporations are going out of business to social sphere which is the domain of the government and the civil society. Friedman (2008) particularly among others argued that a corporation's purpose is to maximize returns to its shareholders and that since one is indebted and answerable to only the target business audience, corporations are only responsible to their shareholders and not to society as a whole in terms of CSR delivery. Although, he accepts that they should obey the laws of the countries within which they work, he asserts that corporations have no other obligation to the society. The position is that CSR is incongruent with the very nature and purpose of business and indeed a hindrance to free trade. This is in tandem with the position that CSR is contrasting with capitalism and are in favour of neo-liberalism principles that improvement in health, longevity and/or infant mortality has been created by economic growth attributed to free enterprise.

Whatever is the argument of the pros and cons of CSR, developmental business is one of the forms of applied economic ethics that considers and examines moral and ethical problems that can arise in a business environment. In other words, socio economic and environmental problems are as natural to cosmopolitan societies as water is natural to fish. It is not only enough to just assess and report them. What the MNCs have done in curbing and averting them is also essential. In modern market economy, corporations are exercising greater influences on society and peoples' daily lives by playing a more important role in the economic and social development of the society. They are the converging points and nodal centres of different social agents. It is in furtherance of this interest that the UNO has gone ahead to develop the principles of Responsible investment as guidelines for business activities. The International Standards Organization (ISO) 26000 is then the recognized international standard for CSR.

Davy (2000), Accutt et al. (2001) & Hamman (2006) conceptualise CSR at the micro level in terms of good neighbourliness, which encompasses the responsibility of not spoiling the neighbourhood. This is technically described as negative injunction duties. It will also enhance the voluntary assumption of the obligation to help solve neighbourhood problem. This also in their technical parlance, is called affirmative duties. CSR has been described as a way of reconciling and harmonizing economic considerations and societal expectations in ways that are mutually benefiting. According to them, 'bottom-up' corporate-community partnership has the potential of facilitating the development of social capital in host communities by building on the connecting factors among the various host communities. Social capital here is defined as the norms and network that enable people to act collectively (Woolcock and Narayan, 2006). They can also serve as formal and informal institutions for conflict resolution. In addition, by providing room for sufficient community participation in

social investment, such ‘bottom-up’ corporate foundations can serve to empower local communities and stimulate its development.

In similar veins, as Swanson(2002) points out, the concern in business-society relationships today is not about you making money the way you want and then giving a portion of it back to the community. Rather it is about how you earn the money, how the company is ran and what is the level of social interaction with the host communities. Jenkins (2005),Walker and Hayes(2005)however contend that much of the partnership discourse fails to appreciate this concern, and tacitly assumes that meeting affirmative duties through social investment is a sufficient compensation for failure to address negative injunction duties. Unfortunately, there is no amount of road or bridge construction, provision of electricity or the award of scholarship that can compensate for 24hours health hazard resulting from gas flaring and emission. Neither can cash payment compensate for terminal ailment and the attendant consequences of loss of lives.

Besides, consensus is emerging that business can best contribute to sustainable community development by optimizing the potential positive, social, economic and environmental impact of production on host communities’ development. This is the position canvassed by Moser, (2001) Warhurst and Mitchell, (2000). The issue here is that business can best contribute to the development and poverty reduction by not only creating new sources of livelihood through social investment but also by ensuring that existing sources of livelihood are not destroyed or lost due to its operation (by addressing negative injunction duties). It is upon this action of creation and prevention that business can fully maximise the impact of its efforts on community development. Prevention is as important as creation for development to be meaningful and sustainable. (Ukpongson and Onu, 2004.) As such, Corporate Developmental Programmes as currently implemented tinker only around the problem of poverty and under development in host communities which is self limiting and reductionistic.

Furthermore, there is the idea of those who contend that CSR success should be laid on partnership and that the partnership is a function of effective management. Warner (n.d) and Utting (2000),(2005) symbolise this position. According to Warner(n.d) “it is the process of partnership management, of exploring the costs, benefits and risks of forming a tri-sector partnership, building the trust necessary to structure the partnership, and maintaining the flow of the benefits over time, that is critical to whether a partnership is ultimately successful’’. Warner’s argument arises from the perception that the key to a successful partnership is consensus building around the difference in the capacities, perceptions, aspirations and power that the different partners bring to the table. While this argument is not necessarily incorrect, it is narrow and circumscribed as it assumes that partners will be able to meet their share of responsibility and that there is an enabling environment for partnership formation and practices.

Suffice it to note that in Nigeria, like most sub Saharan African Countries, the enabling environment for partnership is at best still largely ineffective, and the capacities of potential partners (Government and Local Civil Societies) to deliver on their responsibilities as at when due, is undependable and unreliable. Hence, partnership success in contexts like Nigeria cannot be a function of management alone. Rather it is a function of contexts and management. The implication is that there is a need for an enabling environment for partnership in developing countries which requires addressing the structural determinants of mal – development and building local individual and institutional capacity (Utting 2000)

3. METHODOLOGY

The study attempted to examine the perceptions of host community on the Corporate Social Responsibility of Manufacturing Organizations using Lafarge Cement Ewekoro Ogun State – Nigeria as a case study.

Survey Research was adopted through administration of structured questionnaire to elicit information from the host community on their perceptions of existence and adequacy of CSR practices of Lafarge.1200 questionnaires were distributed to randomly selected residents of the area. The 1200 questionnaires were carefully analysed in term of personal data of the

respondents and the answers to the research questions. The questionnaire was structured in a rating order of Strongly Agreed, Agreed, Neutral, Disagreed and Strongly Disagreed.

Means Score was used to analyse the perception of the respondents on the questions while Z-Score statistics used was used to test the hypothesis. Means Score is completed as the average response per each variable and the perceptions with the highest Means Score rank first while others follow.

Mathematically, Z – Score Statistics is computed as:
$$\frac{\bar{x} - N}{Sd \bar{x}}$$

Where \bar{x} = Sample Mean

N = Population Mean

Sd \bar{x} = Standard error of the mean calculated as standard deviation divided by root of sample size. (Spiegel and Stephens, 2008)

4. DATA ANALYSIS

Table 1. Knowledge about CSR – Question 6

Response	Frequency	Percentage
Yes	810	67.5%
No	360	30.0%
Undecided	<u>30</u>	<u>2.5%</u>
	<u>1200</u>	<u>100%</u>

Majority of the community where WAPCO operates have knowledge about Corporate Social Responsibility (CSR).

Table 2. Relevance of CSR to the host community

C	Frequency	Percentage
Very Relevant	360	30%
Relevant	720	60%
Irrelevant	90	7.5%
Very irrelevant	0	0
Undecided	<u>30</u>	<u>2.5%</u>
	<u>1200</u>	<u>100</u>

90% of the respondents perceived CSR to be relevant to the community where companies operate; 7.5% believed it was not relevant while 2.5% could not decide.

Table 3. Need for Involvement of Community in the Csr Planning

Response	Frequency	Percentage
STRONGLY AGREED	300	20%
AGREED	810	67.50%
DISAGREED	30	2.5%
STRONGLY DISAGREED	20	1.67%
UNDECIDED	<u>40</u>	<u>3.30%</u>
	<u>1200</u>	<u>100%</u>

87.5% of the community believed in the need for involvement of community in the CSR planning of companies; 4.17% did not believe while 3.30% could not decide. We conclude that the resident community should be greatly involved in the CSR planning of companies. Table 3 which is on the need for community involvement in CSR planning is an endorsement of the ‘bottom up’ approach toward CSR planning. This has been proved with the 810 no of respondents Agreed together with 300 that Strongly Agreed (810 +300)=1110 respondents (67.50%+20%)=87.50%

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Table 4. Harmful effect of companies operation on the resident community

RESPONSE	FREQUENCY	PERCENTAGE
STRONGLY AGREED	480	40%
AGREED	600	50%
DISAGREED	30	2.5%
STRONGLY DISAGREED	60	5%
UNDECIDED	<u>30</u>	<u>2.50%</u>
	<u>1200</u>	<u>100%</u>

90% of Ewekoro resident community agreed that operation of WAPCO/LAFARGE was harmful to their existence; 7.5% believed there is no harmful effect of WAPCO operation while 2.5% could not decide. It can be concluded that WAPCO operations is harmful to the community.

Table 5. Need for cordial relationship between LAFARGE and EWEKORO community

RESPONSE	FREQUENCY	PERCENTAGE
VERY CORDIAL	360	30%
CORDIAL	540	45%
NOT CORDIAL	240	20%
VERY NOT CORDIAL	0	0
UNDECIDED	<u>60</u>	<u>5%</u>
	<u>1200</u>	<u>100%</u>

75% of the respondents agreed on cordial relationship with LAFARGE/WAPCO, 20% did not believe in cordial relationship.

Table 6. Rate of Community Protest Against Lafarge/Wapco

RESPONSE	FREQUENCY	PERCENTAGE
SEVERAL TIME	240	20%
SELDOM	360	30%
NOT AT ALL	480	40%
UNDECIDED	<u>120</u>	<u>10%</u>
DO NOT KNOW	0	0
	<u>1200</u>	<u>100%</u>

20% of the community believed protest rate is several time, 30% is seldom, 40% say not at all while 10% undecided.

Table 7. Lafarge Csr Projects and Ewekoro Community Expectation

RESPONSE	FREQUENCY	PERCENTAGE
S A	240	20%
A	360	30%
U	150	12.5%
D	270	22.5%
S D	<u>180</u>	<u>15%</u>
	<u>1200</u>	<u>100%</u>

50% of the projects meet the expectation of the community. This is because only 37.5% disagreed with 12.5% undecided of the level of meeting their expectation.

Table 8. CSR ability to promote peace and harmony within the community

RESPONSE	FREQUENCY	PERCENTAGE
STRONGLY AGREED	480	40%
AGREED	540	45%
DISAGREED	120	10%
STRONGLY DISAGREED	30	2.5%
UNDECIDED	<u>30</u>	<u>2.5%</u>
	<u>1200</u>	<u>100%</u>

85% of the respondent in EWEKORO community believed CSR is expected to promote peace and harmony in the community while 12.5% believed it was not all and 2.5% undecided.

The implication is that if CSR is properly handled it is expected to promote public peace and harmony.

Also, there is the need for involvement of the host community in the CSR planning with 87.5% concurrence and only 4.97% against the harmful effect of corporations like Lafarge producing cements in a community where people are living was also evidenced from the 90% respondents perceiving it in that regards. Only 7.5% believed they were not affected by the operations of cement producing companies like Lafarge in their responses. (see previous studies on this).

There is the need for cordial relationship between the Lafarge company and Ewekoro community with 75% majority. The rate of community protest is regular at 20% while seldom at 30% meaning that protests rate is minimal in the Ewekoro community. This suggests evidence of CSR plan of the Lafarge company. This is corroborated by the perceived CSR projects in line with expectation of 50% majority responses. 37.5% believed the CSR project is below expectation. Also 85% respondents agreed on the ability of CSR to promote peace and harmony.

Test of hypothesis

H₀: There is no significant relationship between Lafarge Plc Corporate Social Responsibility (CSR) projects and Ewekoro community expectation

Testing the overall significance of Z-score implies testing the Null hypothesis **H₀** against the alternative hypothesis **H₁**. If the null hypothesis is true i.e. the zones and sample means do not lie within the population means at 0.05 significance level, we accept the null hypothesis i.e. that there is no significant relationship between the dependent and independent variables, but if it is otherwise, we will reject the null hypothesis and accept the alternate hypothesis. Results from the hypothesis tested using question 3 as analyzed in table 3 showed the following:

Sample Mean = $\bar{x} = 3.175$

Standard Deviation = $sd = 0.023$

Standard Error of the Mean = $sd_x = 0.000664$

Population means ranges between 3.173 and 3.176. The Z-score calculated is 1.96. Z-score table value at 0.05 significance level is 1.96 for a two-tail test.

Since the Z-score calculated (1.96) is the same with Z-score Table (1.96) we at 0.05 significance level rejects **H₀** and accepted **H₁**;

Therefore, the relationship between the dependent and independent variables is significant. We then reject the Null hypothesis and accept the alternate hypothesis that there is significant relationship between Lafarge Plc Corporate Social Responsibility (CSR) projects and Ewekoro community expectation.

The above analysis is presented in the table below.

Sample Mean \bar{x}	3.175
Standard Deviation sd	0.023
Standard Error of the Mean sd_x	0.000664
Z-score Calculated Z_c	1.96
Z-score T-value $Z_t 0.005$	1.96
Population Mean μ	3.173 and 3.176
Decision	Reject H₀ and Accept H₁

Source: Researchers Findings 2012

5. DISCUSSION OF RESULTS

This paper focused on the contentious issue of CSR which is treated as a fait accompli of the contemporary global pattern of business conduct. An all inclusive participation is an antidote against communal ill-feeling and hostility. The people should be the principal actor in the CSR programmes initiations, though the corporations can serve as facilitators providing the fund and executing the project (Idemudia and Ite, 2006). The result from the data Analysis and hypothesis tested show that CSR is of great importance to the community where the companies operate (Table 2) with 90% majority responses. Also 85% respondents agreed on the ability of CSR to promote peace and harmony (Table 8).

In other words, the imperativeness for regard for the communal interest in project initiation and identification is that such would take into cognisance the life and culture of host communities, goad and mobilize them for success as opposed to when projects are lorded over them. In that wise, communally initiated projects would derive strength from popular participation, promote social capital, and avoid the pit fall of poor project design and defective implementation. Unless CRS policies pacify host communities, the strategy might actually be antithetical, anti-cultural, a promotion of alienation and the creation of dependency culture. When such a project malfunctions, the community awaits the gadfly which provided it in the first instance to effect repairs. Thus, a sort of in group - out group project or 'we versus them' white elephant is established that would never be jealously protected.

6. CONCLUSION

It would be observed from the foregoing that for there to be peace, social harmony and mutual sustainable development on the part of corporate organisations and their host communities, there is imperativeness for a relationship management framework that will facilitate these environmental indices.

The communal sense of belonging however is entrenched when the host communities take the driver's seat in the identification and the determination of specific key sectors and projects that warrant attention. In other words, the initiatives and discretion of the host communities should be factored into the corporations' consideration as major partners in progress and not just the leech or parasite that should be placated with doles. This is because when members of a community have the capacity to influence and execute a developmental project that would enhance their welfare, and as such the resource constraints are averted; while social cohesion and individual empowerment are promoted. It is only in this regard that such CSR programmes can achieve their desired goals and objectives.

In view of the above finding the following recommendations were made:

- i. Host communities should be involved in CSR plan so that projects are designed according to the need of the community.
- ii. Host community should ensure they cooperate with the companies operating in their area to achieve the objectives of CSR to its fullest sense through amicable presentation of grievances.

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