
CORPORATE SOCIAL RESPONSIBILITY (CSR): SUSTAINABLE DEVELOPMENT OF THE RURAL COMMUNITY. THE MEANING AND PRACTICE

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Abstract

Drawing empirical evidence from indigenous firms, this study explores the meaning and practice of Corporate Social Responsibility (CSR) in Nigeria and its effect on the rural community. It was discovered that indigenous firms perceive and practice CSR as corporate philanthropy, aimed at addressing socio-economic development challenges in Nigeria especially in the rural communities. This finding confirms that CSR is a localised and socially embedded construct, as the 'waves', 'issues' and 'modes' of CSR practices identified amongst indigenous firms in Nigeria, reflect the firms' responses to their socio-economic context. It is anticipated that this paper will add to the body of knowledge on CSR, especially as it relates to Africa, where there is a relative shortage of literature on CSR and provide some insight to multinational firms operating in the rural communities in Nigeria.

The term or ideology Corporate Social Responsibility (CSR) is not relatively new but has revealed that the evolution of the concept itself has taken place over several decades. The first researcher who explicitly addressed CSR as one of the eight key areas for business objectives to develop public responsibility is Peter Drucker, in his book titled *The Practice of Management*. In the words of Peter Drucker explained by Joyner and Payne (2004), "Management first responsibility to the society involves making profit but most importantly, that management considers the impact of every business policy and action upon the society." As to why CSR gets started, some authors argue that CSR can be seen as either an integral part of the business strategy and

corporate identity, or it can be used as defensive policy, with the latter being used more often by companies targeted by activists/ trade unions.

The reason why most company practice, don't practice CSR or call it another name could be influenced by various factors such as: financial condition of the firm, health of the economy, company's business policy & strategy and well-enforced state regulations. There are numerous literatures in agency theory, developed to look into the functions and workability of CSR in today's world of financial recession, arguably, based on the idea that the firm has numerous relevant constituents, whose interest should be considered because the firm cannot continue to thrive and survive, without the support of these stakeholders which include employees, customers, financial shareholders, suppliers, and community groups.

Corporate Social Responsibility (CSR) is an ideology that is used interchangeably with philanthropy, but CSR includes; Corporate sustainability, Corporate citizenship, and Corporate social investment. The bottom line is in the stated variables of Corporate Social Responsibility that must be met. The definition is endless, with various forms of classification, definition and meaning but Van Marrewijk (2003) in his statement commented that, "*some.....researchers.....distort the definition of CSR or performance so much that the concept becomes morally vacuous, conceptually meaningless, and utterly unrecognizable.*" The meaning of CSR in most organizations in Nigeria is seen as philanthropy, aid or handouts. The idea generated above is highly contestable by other researchers in this field. Some say; Corporate Social Responsibility is a form of giving what has been taken back to the society, others say otherwise. Leonard (2006) of Harvard Business School puts the definition of CSR as,

No longer is it acceptable simply to make good products that satisfy customers while complying with laws and regulations. Businesses are now called upon to consider – and, indeed, intentionally to manage – the wider social and environmental consequences of their actions, beyond the requirements of the legal and regulatory settings in which they operate.

The negative consequence of Herman's definition is the true image of what is seen in most rural communities where these multinational operates, e.g., poor or decayed infrastructure, bad road, lack of pipe borne water, the list is endless.

This paper seeks to contribute to knowledge on Corporate Social responsibility (CSR) in the rural communities in Nigeria and its practices. Corporate Social Responsibility; Sustainable Development of the rural community, is a topic that has been extensively treated but this paper intends to build on existing literatures in solving the problem of perception. It would focus more on the firms' behaviour to CSR and how to achieve positive outlook to CSR rather than philanthropy.

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The intention of the authors of this paper is not only to prove that in Nigeria, most corporate organizations either indigenous or multinational, treat social responsiveness as a mere tool of deception rather than a corporate responsibility. For the sake of time, financial resources and transportation hazards, this research would make use of telephone interview as its primary source of data, while face-to-face interview, e-mail messages and a conference interview papers would suffice as secondary method.

Literature Review

The EU's Green paper (2001) on CSR defined it as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. And more recently, McWilliams and Siegel defined it as "... actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel, 2006). While the CSR construct is a new coinage, it is not a new practice. It could be traced back to such examples as the Quakers in 17th and 18th centuries whose business philosophy was not primarily driven by profit maximisation but by the need to add value to the society at large – business was framed as part of the society and not separate from it. The resurgent interest in the practice provides a fertile ground for different discourses and actors, which lends it to multiple and contested constructions.

Corporate Social Responsibility in most rural communities is not a relatively new phenomenon but pre-existed as social philanthropy before the creation of the Nigeria state. Dia explained the behavioural pattern of indigenous firms towards their society thus:

The failures of institutions in Africa have been debated. What is important to remember in this debate is that most African countries inherited a model of strong and centralised state with the main purpose to uphold law and collect taxes. This system served well its original purpose of preserving law and enforcing taxation but it was not particularly well suited to the needs of post independence Africa. (Dia, 1996, p. 37)

In a more vivid explanation, Wohlgemuth, Carlsson and Kifle (1998) put this forward, that "*Today there is a growing understanding that western institutional and management models exported to other regions of the world are not always very successful*". It appears logical that the problem of transferring Western models, without the models being linked to local culture and tradition most probably, would yield corporate fraud model-philanthropy. The EU Green paper is a model that should be adopted with specifics embedded in this statement'

Public policy also has a key role in encouraging a greater sense of corporate social responsibility and in establishing a framework to ensure that businesses

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~~integrate environmental and social considerations into their activities ...
Business should be encouraged to take a pro-active approach to sustainable
development in their operations both within the EU and elsewhere. (EU, 2005,
p. 5)~~

Viewing CSR in a Broader and More Systemic Context

Much of the research on CSR to date has focused on the theory of the firm and on drivers, actions and impacts at the level of individual companies or individual partnerships. These remain important areas of focus in understanding the emerging field of CSR. As a number of researchers and business leaders pointed out, however, corporate responsibility is most usefully understood not merely in terms of what individual companies choose to do or are able to do but, as a systemic expression of the broader context and governance frameworks in which business operates, and the various market, public policy, and stakeholder drivers that shape this context.

The above is suggested by Zadek (2006), who explained that, Corporate Social Responsibility could also be seen from this perspective;

“Corporate responsibility is most usefully understood not merely as what one or other company chooses to do, but as a systemic expression of the context and drivers under which business operates.” (p.6).

In Africa and other parts of the world, CSR is mostly viewed as philanthropic, where the rules and laws oblige the organizations to perform these Corporate Responsibility as explained in this report by Doebele (2005), that,

Japan is not the only country where companies go by the book. In the survey, both executives and investors were asked how to judge CR from the viewpoint of this rules-based approach. On the average, half of both groups said “compliance with laws and regulations” was the key measurement by which to judge a company’s CR, far ahead of other yardsticks, such as philanthropic activities.

A model of Corporate Philanthropy is commented on by Ray, Geoffrey, and Vinay (2005) as

.....such corporate philanthropy is more likely in industries where a firm’s image is important to consumers (e.g., industries with high advertising), and we also predict that corporate philanthropy should have less of a negative association with profits in such industries. Additionally, ‘visible’ CSR is more likely in industries where firms are closer together in product space, and hence CSR is a source of product differentiation in an otherwise uniform market space. Hence, we expect that corporate giving will be more prevalent in ‘crowded’, i.e., competitive, markets, and that profitability will be more (positively) correlated with CSR expenditures in such markets.

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The explanation given above shows that in some industries managerial preference is taken into account and the externalities of their decision translate into corporate philanthropy.

Role of Government

Corporate responsibility initiatives often reflect voluntary actions undertaken by companies to compensate for governance gaps at the local, national or international level. These gaps may result from inadequate governance structures and institutions, weak or under-resourced public capacity, lack of political will in implementing certain public policies, or bad governance, ranging from corruption to repressive and authoritarian regimes.

The nature of the governance gap, will in turn, often determine the effectiveness and sustainability of a particular CSR activity and the ability for any one company to take a leadership role on its own. CSR should certainly not be seen as a panacea. As Adam Greene (2004), of the US Center for International Business observed,

CSR and partnerships are often 'drops in the bucket, nibbling at the edges of major public problems'. They are not the road out. The road out is a functioning government, a good court system, economic opportunity for growth. The path is not hard to name, but it's hard to implement.

As Kalb (2004) commented, "What's getting in the way of actual results? Widespread corruption, poor education, and very little accountability in much of the developing world. This is especially the case in countries with inadequate public capacity, infrastructure and institutions. For companies and business associations operating in Nigeria, a critical leadership question is how to build public capacity rather than shoulder the burden of trying to replace it on an ongoing basis. Alessia, Sybil, and Sue, (2009) explained the irrational corporate behaviour as;

At one end of the continuum are organizations that do not acknowledge any responsibility to society and the environment. And on the other end of the continuum are those organizations that view their operations as having a significant impact as well as reliance on society at the economic, social, and ecological levels, thus resulting in a sense of responsibility beyond the traditional boundaries of the organization. Most organizations can be placed somewhere in between.

Looking at the crucial role of government from another perspective, governments can undertake a number of pro-active steps – ranging from the use of regulatory instruments and fiscal incentives, to public procurement and public financing

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requirements. These serve to either mandate or incentivize companies to undertake CSR activities. As Eigen (2004), the Founder of Transparency International commented,

We found out at Transparency International that one cannot rely only on morality or business ethics to take care of corruption. Companies will nearly always give up some social responsibility if their survival is at stake. ...The government has to allow an enabling environment for CSR – without this companies don't have the financial or legal incentive to obey.

This paper is based on the underlying premise that while governments ultimately bear the responsibility for ensuring public welfare, there is a need to construct a new understanding of the roles, responsibilities and boundaries of the private sector, especially major corporations, and to explore types of partnership, new governance and business models for creating public value. Another key underlying premise of the CSR initiative is that Corporate Responsibility needs to be viewed as the totality of a company's impacts on and contributions to society – in particular its core business operations, stakeholder relationships and public policy positions – not only corporate compliance and philanthropy. Nelson (2004), Director CSR initiative, Kennedy School of Government, Harvard Business School, comments,

Corporate Social Responsibility is becoming a more central factor in determining corporate success and legitimacy. It is also becoming more relevant to public makers, the media, investors, consumers, employees, trade unions, and other actors who regulate, monitor or otherwise influence business behaviour and performance. This has implications not only for corporate governance, corporate strategy and enterprise risk management, but also for national and global governance.

Inconsistencies of Company's CSR, Corporate Governance and Public Policy Positions

Moving to the level of the firm, but still in the context of more systemic and integrated approaches to addressing CSR, two points that came to mind were the need to gain a better understanding of the relationship between CSR and corporate governance, and between CSR and the government relations or public policy positions in many major corporations. The perception of what CSR means in most organizations is seen as the lack of integration and the inconsistencies in a company's purpose, vision and values. In the work of Alessia et al (2009), they featured the comments of Paine, which stated that, "The key attributes that define a company's essential character and the contemporary turn to values reflect an evolution in what has sometimes been called the personality of the corporation—or the corporation's identity."

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Several participants in the interview unknowingly argued that despite all the ‘hype’ surrounding CSR, it remains firmly inside a public relations or philanthropy silo in many companies. This all too often sits at odds with positions that the company takes on its lobbying, political donations, public policy issues, and other government relations activities. They pointed out that this lack of coherence increases the level of skepticism and cynicism about CSR among the press and the public. Elkington (2006), one of the pioneers in the field of corporate responsibility, who coined the concept of the triple bottom line, warned of a ‘bursting of the CSR bubble’ if companies fail to acknowledge and address these inconsistencies.

Developing a More Strategic and Integrated ‘Value Proposition’ for CSR at the Level of the Firm

Many of the discussions highlighted the need for a more strategic approach to articulating and measuring the ‘value proposition’ for CSR at the level of the firm. In some cases, this was argued as the need to support further empirical research on the causal links between good ethical, social and environmental performance and good financial performance or shareholder value. There is a need to increase understanding of the relationship between CSR and the following corporate value drivers: Integrated risk management or enterprise resilience; Intangible assets, such as innovation, reputation, alliances, and intellectual capital; and new market or business opportunities, such as serving underserved or emerging markets in Nigeria’s inner cities. The argument was: the understanding of these linkages is crucial for breaking out of ‘CSR silos’ or public relations and philanthropy-driven approaches to CSR within companies. The warning, however, is against getting too myopically focused on predicating the case for CSR, solely in terms of its benefits to the corporate bottom line, arguing that values and ethical leadership are important in their own right, especially as corporations become more influential politically and socially, as well as economically.

The Leadership Role

The leadership role of most individual CEOs, and their willingness, or lack thereof, to speak out in public on complex, divisive, long-term and/or non-traditional business issues. Such issues are community development assistance, poverty, HIV/AIDS, climate change, human rights, agricultural subsidies, and the social and environmental impacts of other trade policies, intellectual property rights, and new technologies. Vernon (2004) the International Chairman of Accenture, and Chairman, International Business Leaders Forum states that

Focusing only on a direct business case is perhaps too narrow. It is about building and maintaining the intangibles, such as reputation, trust, employee pride and morale that represent an ever-increasing part of the value of a company. ...It is also about recognizing how living the company’s purpose and values can provide the direction and resilience needed in a fast-changing world.

The constraints faced by most CEOs today include the unrelenting pressure to deliver financial results against short-term timeframes, government policies, public infrastructural decay close to business location, and new sources of intense competition, precarious job tenures, and high levels of public mistrust. These constraints can create a ‘prisoner’s dilemma’, making it difficult for CEOs to speak ‘out-of-turn’ on difficult issues in relation to their peer group or their representative industry bodies. Yet leadership is crucial. As Barrett (2004) from Harvard Business School points out, “*We need to discuss the leadership of these efforts. Who is going to be the champion?*” As public expectations of the private sector and its leaders continue to evolve, another area worth of analysis understands the motivations, risks and approaches taken by business leaders who have spoken out on, made a business case for, or became personally engaged in addressing difficult public problems.

A related leadership issue addresses the need for CSR to be more systematically and strategically addressed at the level of the corporate Board of Directors. As Steve Lydenberg (2004), the Chief Investment Officer of Domini Social Investments, comments,

Boards are one mechanism that can make a difference, especially in terms of empowerment and professionalization of CSR efforts. I think we are going to see a lot more training of corporate board directors. Currently the focus is on certifiable training in financial expertise, but there will be increased pressure for directors to demonstrate that they have adequate understanding of stakeholder interests and CSR issues.

Pointing to the lack of alignment between CSR and corporate governance in many companies, it was highlighted that the need for the Director of Training to create greater awareness among Board of Directors on the strategic business risks and opportunities that different CSR issues create for their company, or industry sector. In the speech of Mark Moore, Director, Hauser Center for Non-profit Organizations in explaining that:

Maybe there needs to be a special corporate social responsibility committee in the future plans for firm level governance to increase the capacity of boards to make the legal, moral, and prudential judgments about what the firm ought to do for the society when the answer to that question is no longer given by a simple resort to the idea of maximizing the economic performance of the firm subject to the constraint of law. (Kenneth, Bongo, Olufemi, 2006 & Wohlgemuth, 1998)

An important aspect of the leadership challenge is the development of future leaders – and the need for these leaders to be able to straddle traditional boundaries, operate at the interface of the public; private and civic sectors; and address complex, systemic challenges that usually defy easy solutions and ready consensus, and require a

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combination of public and private resources and approaches. An outstanding comment that encourages research of this kind is stated by McNamara (2004) that, *“what really mattered for students as future leaders is not to be afraid to bring out the really divisive, difficult, and thorny issues that the world faces. They must hold these issues up and make people discuss them – otherwise we will all suffer.”*

The Role of the Media as Watchdog

A recurring theme throughout the interview discussions was the important role of the media – a role that was viewed from a variety of perspectives. Not surprisingly, and most commonly, the media was seen as being a key driver in ensuring greater corporate accountability - serving as a public watchdog by investigating and reporting on examples of bad corporate behaviour, or exposing inconsistencies between corporate statements and actions.

At the same time, the media’s unwillingness or inability to cover good news stories about CSR is noticed. Also, the media rarely gives recognition to the companies and business leaders who are taking a lead and committing their resources and reputation to go beyond basic legal compliance and philanthropy to engage in difficult public issues.

The challenge of trying to communicate CSR issues and examples to journalists in a manner that does justice to the complexities and contradictions often involves jargon and detail, or sounding trite and self-serving, especially in current conditions of high levels of mistrust of the private sector. As Weiser (2004), of Brody, Weiser, Burns stated *“If we want a billion people to demand corporate social responsibility, we need to have a simple, clear message that people will understand and find immediately attractive. The CSR message currently is thoughtful, detailed and complex. We need to boil it down to a bumper sticker.”*

Most people see the media as watchdog or endorser, they emphasize that it could have an important multiplier effect on raising public awareness about CSR issues. In a world where many press outlets are themselves run as privately-owned, commercial ventures, another emerging challenge is the media’s own corporate social responsibility. As Jones (2004), Director of the Shorenstein Center stated:

This is very important. ...We are moving rapidly away from a journalism of verification to journalism of assertion. This new approach is cheap in many respects, but news organizations have an obligation not to abandon the expensive kind of research and writing that they need to engage in to serve their role in society.

Methodology

The methodology used ensured that the research design and data collection matches the research objective – to explore the areas of sustainable development through CSR in Nigeria, especially in the rural communities. In order to avoid imposing any pre-conceived connotations of CSR, the study adopts a two pronged and two stage approach. First, it starts by drawing on ‘informed’ public opinion of Nigerian indigenous private sector leaders across the four key sectors of the Nigerian economy: oil & gas, telecom, finance and manufacturing. A comprehensive list of companies in each sector was generated from available directories. These business leaders were identified and selected based on their entrepreneurial achievements which are visible in the public domain. Most of these respondents are CEOs or other Senior Executive Personnel who, by virtue of their positions have sufficient knowledge of CSR activities in their sector and the economy. Data was collected through structured interviews (face-to-face, telephone and emails). Getting hold of this calibre of people is very challenging given their very busy schedules and distance. Leveraging on social networks to overcome the barriers stipulated above. Using a ‘snow-ball’ circulation technique, the business leaders were used when possible to gain access to other business leaders within their respective social networks. In all 41 interviews were recorded.

The instruments for the structured interviews were designed and developed strictly to elicit responses in relation to the meaning and practice of CSR activities in Sustainable Development in Nigeria. The researchers recognise that one of the drawbacks of self reporting of CSR activities is the danger of Public Relations (PR) misuse (i.e. blowing one’s trumpet), as such, questions were open-ended to avoid biasing the responses. In addition, the questions were phrased to give respondents the leeway to talk of activities outside their firms and not use the self reporting for PR. The questions were also brief and straight to the point.

The result of both the structured interviews and the content analysis of the web-based CSR reporting are presented below in the appendix.

Analyses/Discussions

As anticipated, the meaning of CSR was largely framed to reflect the local realities. In an environment where basic human needs and infrastructure (by western standards) are a luxury, CSR was mainly seen from a philanthropic perspective – a way of ‘giving back’ to the society. Almost all the people interviewed described CSR along the lines of philanthropy and altruism. Some of these descriptions include: “(CSR is) *The corporate act of giving back to the immediate and wider community in which organizations carry out their business in a manner that is meaningful and valuable and relevant to that community*” (CEO of a consulting firm).

“(CSR) is a way for the companies to reach out to their host communities by positively impacting on their environ” (Senior Executive of an Oil/Gas firm).

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“(CSR) is a way of saying ‘thank you’ to the environment in which they operate and a way of also showing a sense of belonging to the society at large” (Executive Director of an Oil/Gas firm).

Content analysis of the web reports also confirms this inclination to interpret CSR in terms of philanthropy. Writing on its CSR practice and philosophy, one of the first four Telecommunication firms in Nigeria stated: at MTN Nigeria, *“Corporate Social Responsibility is not just a buzzword, it is a way of life.”* To emphasize this belief, MTN Nigeria set up MTN Foundation, a fully functional department responsible for identifying areas, sectors and causes deserving of philanthropic aid *“... MTN Foundation is the channel through which MTN Nigeria gives back to society”*. One would invariably ask why we have to set up a department just to give money out? *“To be the leader in CSR initiatives in Nigeria measured by the impact and sustainability of our projects on our host communities as well as high perception rating of the MTN brand.”* (MTN Foundation, Vision statement, original emphasis).

The overwhelming conception of CSR as philanthropy may not be unconnected to traditional socio-cultural heritage of the indigenous firms. For different regions of Nigeria, the traditional, family or kinship pattern of production characteristic of agrarian mode of livelihood – the household economy – has been the governing order of business organization which is still reflected in the structure of most indigenous firms. For CSR therefore, the kinship-network-based system of business organization would imply that businesses first serve the interest of their network members as their primary constituency. Philanthropy, goodness to society, charity are therefore conceived within the moral economy of kin-based solidarity and reciprocity. A traditional and informal sector example of this would be the case of auto spare-parts business cluster found in Nnewi, Onitsha, Aba and Lagos in both Eastern and Western Nigeria that play crucial roles in their local community development including, provision of city-wide security. CSR as philanthropy in Nigeria could also be tied to some religious influences. Nigeria is a very theistic country. The belief in the supernatural or some spiritual realities is central to the argument, that since gifts and sacrifices are core to religion, the same beliefs could have easily found an outlet/expression in Nigerians’ understanding and practice of business-society relations. However, one would have expected this religious inclination to influence the attitude of Nigerian businesses to bribery and corruption – the domain of ethical responsibilities. This did not come through in the study. One way of accounting for this could be that the firm as a mode of production is a borrowed practice and therefore, alien to most African countries. As such, most of these countries make fewer demands on firms in terms of economic responsibility, legal and ethical responsibilities especially as these responsibilities are enforced through market and regulatory forces which unfortunately are weak in most African countries, including Nigeria. This could also account for the lack of emphasis on the other waves of CSR

(i.e. socially responsible products and processes and socially responsible employee relations), which are prevalent in western economies with strong markets and regulatory mechanisms.

CSR in Nigeria: Waves, Issues and Modes: All the interviewees acknowledged that Nigerian firms are engaged in one CSR activity or the other. However, in line with this philanthropic and altruistic understanding of CSR, 92 percent of the respondents said that there is an awareness of CSR in Nigeria but without significant actions, while 0.8 percent either claimed there is almost no awareness of CSR or there is high awareness with significant actions, as shown on the table below:

Table 1: Structure of CSR Awareness

Level of Awareness	Characteristics of Level	%
Low	Almost no awareness	0.8
Medium	Awareness without significant action	92
High	Awareness with significant action	0.8

The issues that paved way for the awareness structure above is seen in the issues that these companies address or should address education (skills acquisition programme), provision of primary health care, infrastructural development, sports/art and culture, and poverty alleviation. One of these issues is interchangeable with the other as stated; sports/art and culture is substituted for security, as most firms engaged in one form of CSR would indicate; *security is an issue here. We will do well to provide for the security agencies, their needs, so we too can be secured.*

Conclusion

The literature on socially embedded nature of social responsibility seems to suggest that the behaviour of the firm is connected to the social interaction of the firm with the market and the society, such that a specific corporate action that may be considered as socially responsible might be seen with an ethical standard to be philanthropic in nature.

In conclusion, there are certain factors or ethical standards that must be conformed to for CSR to be fully functional in Nigerian states. They are;

1. That every social responsibility carried out should be valued and investigated before publishing both on the firms' web site and the media.
2. That in carrying out this social responsiveness, the firm would conform to the standard laid down in operating officially.
3. That the telecommunication firms, oil/gas and the manufacturing industries conform to environmental ethical standards in performing their official businesses.

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4. That the government enforces legal actions against defaulters of CSR and corporate standards.
5. That Nigerian social law should be reviewed to accommodate CSR as compulsory, not optional.

A man walked into a black smith shop, suddenly noticed a caption engraved on a wooden stand but was written in French. In curiosity, the man asked what the inscription meant, the black smith replied; 'what man is a man who does not make the world better'. In all, corporate goal should meet public expectations.

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APPENDIX

CORPORATE SOCIAL RESPONSIBILITY: SUSTAINABLE DEVELOPMENT OF THE RURAL COMMUNITY - THE MEANING AND PRACTICE –

Interview Schedule

1. What is your industry of business operations?
2. What is your understanding of Corporate Social Responsibility (CSR)?
3. Do Nigerian firms engage in Corporate Social Responsibility (CSR)?
4. Please, give reasons for your answers and where possible cite examples
5. How would you rate the awareness and practice of corporate social responsibility in Nigeria?
6. What do you think are or could be the main drivers of (reasons for) CSR in Nigeria?
7. Please, give some examples of CSR activities in Nigeria and what they are meant to address
8. In your opinion, what should be the main 5 priorities to be pursued by Nigerian firms as CSR at the moment?
9. Is CSR necessary in the Nigerian business environment? Please, give reasons for your answers