

# Human and Social Development Investments

Festschrift for  
Professor Mathew Oladepo Akintayo



Edited by  
K. O. Kester  
P. B. Abu  
I. A. Abiona  
J. E. Oghenekohwo

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e-mail: archersbooksonline@gmail.com  
johnarchers@yahoo.co.uk

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*for the Department of Adult Education*  
University of Ibadan, Ibadan

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## CHAPTER TWENTY-THREE

# Corporate Social Responsibilities and Sustainable Community Development in Nigeria

I. A. Abiona and U. C. Osu

### Introduction

There is a growing consciousness among global business community that corporations or business organisation can no longer act independently. All over the world, Corporate Social Responsibility (CSR) has indeed become a veritable tool for effective public relations practice and sustainable development as every organisation realises the imperativeness of a healthy relationship with its host community. Thus, this paper advocates that the available glimpse of development in Nigerian communities today and in time to come should be sustained, using the platform of corporate social responsibility of organisation. This paper examined corporate social responsibility of Lafarge Cement WAPCO Nigeria to her host community. It is recommended that there is a need for industries to act in a socially responsible way by implementing sustainable business practices as such relates to sustainable community development, organisations should develop more deliberate schemes to meet her corporate social responsibility towards host communities, in addition, the management in organisations should adopt a more collaborative approach in the initiation and implementation of corporate social responsibility. Also, 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.

### Conceptual Clarifications

Various stakeholders in a community have different complementing roles to play in the development of the community. Apart from government, traditional institutions, opinion leaders, philanthropists, associations and religious groups, corporate entities are equally stakeholders in community

development Adeolu and Olowookere (2010). In Nigeria, community development represents a major concern for citizens, the private sector and governments at all levels. The citizens are involved through community based initiatives and through Community based organisations. Private sector especially large industries, corporations and industrialist are involved with the community to address issues of corporate social responsibility. Community development connote a set of practice and methods which focuses on harnessing the innate abilities and potentials that exist in all human communities to become active agents in their own development Shittu (2015), Community Development has evolved with many different connotations. Today there are many academic and professional journals focusing on community development. The interest of researchers and practitioners from many different disciplines has contributed greatly to the growth and development of the field. However the beginning step in defining community development is to define community.

Ugboh (2007), Zaharah and Abu (2008), Ozor and Nwankwo (2008) defines community as people who live within a geographically defined area and who have social and psychological ties with each other and with the place where they live. Mattessich and Monsey (2004) see the community as a group of people who live close to one another and are united by common interests and mutual aid (National Research Council cited in Mattessich and Monsey 2004). A combination of social units and systems which perform the major social functions (and) the organisation of social activities. These definitions refer first to people and the ties that bind them and second to geographic locations. They remind us that without people and the connections among them, a community is just a collection of buildings and streets.

In this context, community development takes on the mantle of developing stronger "communities" of people and the social and psychological ties they share. According to Onyeozu (2007), community development is not only multidisciplinary; it is a multi-dimensional process involving the organisation and re-orientation of the economic and social system. These conceptions show that community development should be considered as both a process and an outcome. According to Hanachor (2012) community development refers to a process of social action which the people of the community organise themselves for planning an action Therefore, a working definition of community development in simple but



broad terms is a process of developing and enhancing the ability to act collectively, taking collective action and the result of that action for improvement in a community in any or all realms: physical, environmental, cultural, social, political, and economic and the like. According to Okanaezi and Hanachor (2018). Communities and individuals desire improvement of their environment and livelihood. However, this desired improvement seem not to be available to the people due to poor governance hence the community people look forward to philanthropist and corporate organisations to compliment the effort of the government towards sustainable development. Corporate social responsibilities refer to those activities or programme of organisations aim towards socio economic development of communities. Sustainable development is the bedrock of community development. All efforts targeted at community development can be rendered futile or short-lived without sustainability. Thus, achieving sustainable community development is rested, to a great extent, on the sustainability of the various projects embarked on in the community. In Nigeria, successive regimes of government have inaugurated numerous development commissions, agencies and departments to foster development at local, regional and national levels (Matemilola, Elegbede and Bello, 2019). Sustainability is central to all community development effort. Without it, investment in the community development efforts are short-lived and of no effect (Nwankwo, 2010). Sustainable development has become highly popularised as a development process. Onah (1995) noted that the World Commission on Environment and Development (WCED) report marks such popularisation. According to the report, sustainable development embodies principles, ideas and values seen as desirable and necessary if the world is to deal effectively with current global problems of environment and the process of development. Sustainable development therefore, embodies the notion and idea of development process that is equitable and socially responsive. It also embodies the recognition of the extensive nature of poverty, deprivation and inequality between and within nation's classes and communities. Sneddon (2000) noted that the goal of sustainable development is to find a balance between three pillars – social, economic and environmental – in communities.

Sustainable development is multi-dimensional and seeks to promote spatial, social, political, economic and psychological linkages, not only among the different sectors of the economy but also, among the regions of national economy. Sustainable development encourages equitable

distribution of wealth rather than merely emphasising Gross National Product (GNP) alone. It also connotes programmes of development which caters for immediate and future generations in a community (Omotola, 2006; Bello, 2013).

Sustainable Development has become a ubiquitous development paradigm the catchphrase for international aid agencies, the jargon of development planners, the theme of conferences and academic papers, as well as the slogan of development and environmental activists (Ukaga, Maser, and Reichenbach, 2011). The concept seems to have attracted the broad-based attention that other development concept lack, and appears poised to remain the pervasive development paradigm for a long time (Scopelliti, 2018; Shepherd, 2016).

According to Omotola (2006) and Bello (2013) sustainable development connotes development that endures and last; one that will not roll back or recede, even in face of threatening reversal waves. Oyelami (2017) the implementation of sustainable development will depend on the active engagement of both private and public sectors. Hence, the active participation of private sectors can contribute to achievement of sustainable development, including through public-private partnership. This effort supports national regulatory and policy framework that enables business and industries to advance sustainable development initiatives, taking into consideration corporate social responsibilities.

Considering the above nature of sustainable development as discussed above, more emphasis on Corporate Social Responsibility needs to be made in order to highlight the role of corporate organisations towards building sustainable development in Nigeria. It is very germane to state that corporate social responsibility and sustainable development have attracted urgent attention of scholars in Nigeria in recent times. This is on the account that individuals and communities in Nigeria desire constant improvement in their immediate environment and standard of living (Okanzj and Hanachor, 2018).

### History of Corporate Social Responsibility

CSR, was previously referred to as social responsibility (SR) today it is been referred to as corporate responsibility (CR) (Ismail, 2011) over the years the concept has gained unprecedented momentum in business and public debate and has become a strategic issue crossing the departmental boundaries, and affecting the way in which a company operates her

business (Sharma *et al* 2009). Maç and Çalış (2011), some studies, expressed that there is an impressive history associated with the evolution of the concept of CSR although it is stated that roots of the concepts and implementations could be traced back to prehistoric times, generally works on CSR evolution start with 1950s and 1990s are defined with its popularity and development of similar themes. In 1990s, increasing number of corporate social responsibility reports, standards and code of conduct show the interest for CSR. Rupp *et al* (2006) explain that corporate engagement with society, also termed corporate social responsibility (CSR) mired in a definitional debate dating back several decades. According to Sriramesh *et al* (2007), Bowen (1953) offered one of the earliest definitions of CSR since then, the field has evolved assuming different names such as corporate social responsiveness (in the 1970s) and corporate social performance (in the 1980s). This evolution of CSR also reflects an increase in awareness in important areas of action and performance that the early definitions had overlooked. Hopkins (2004) is of the view that until 1970s, despite regulation and legislation, business continued largely along an autonomous path, ignoring its critics and listening only to its shareholders, to whom it felt somewhat responsible. But the decade of the 1960s was to be a period of enlightenment for many. Citizens were distrustful of government, business and the undefined "establishment". Consumers had grown suspicious of adulterants in their food and dangerous defects in the products they bought. People were becoming aware of the fragile nature of the earth's ecology, while simultaneously becoming more cognizant of human rights. According to Abd Rahim *et al* (2011) quoting Carroll (1979) who highlights that CSR has been evolving as early as the 1930s. But Calderon (2011) quoted from book of Zerk (2006) who disclosed a more contemporary evolution from the international legal precedents starting visionary employee compensation policies to more complex examples of corporate citizenship in recent years. Zerk (2006) cited numerous examples of Corporate initiatives that can be categorised as CSR for example, in 1914 Henry Ford's employees received higher salaries in 8 hour working days, when the industry standard was 9 hour work days, and in 1935 Johnson and Johnson publishes where the company defined its responsibility towards different groups of society, an initiative that was followed by a publication of a company-wide "Credo" in 1994 that outlined the corporation's ethical and social goals which made it a precursor of many modern Codes of Ethics. According to Ismail (2011), the root of CSR

has emerged since the Industrial Revolution era yet the subject is still been in a debatable position until today. It appears to be difficult for researchers to identify or share the common definition, principles or core areas of CSR. Calderon (2011) also referred J. W. Anderson (1986) who considered that there had been earlier demonstrations of Corporate Citizenship or Corporate Philanthropy that can be considered forms of Social Responsibility in Business, dating from the Pre-medieval period (5000 B.C. – 550 A.D.) to the time where the concept gained social Prominence (1930-1988). Calderon (2011) further narrated that even when present actions of corporate philanthropy before the twentieth century represented isolated efforts; it was not until the advent of the figure of multinational corporations that the discussion on the topic really evolved. Up until then there was no clear idea of whether companies had an inherent responsibility towards society.

### Concept of Corporate Social Responsibilities

Corporations around the world are struggling with a new role, which is to meet the needs of the present generation without compromising the ability of the next generations to meet their own needs. Organisations are being called upon to take responsibility for the ways their operations impact societies and the natural environment. They are also being asked to apply sustainability principles to the ways in which they conduct their business. Sustainability is simply an organisation's activities, typically considered voluntary, which demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders this may be provision of portable drinking water, building of health care facilities, schools among others (van Marrewijk and Verre, 2003).

Today, organisations now focus its attention on both increasing its bottom line and being a good corporate citizen. Keeping abreast of global trends and remaining committed to financial obligations to deliver both private and public benefits have forced organisations to reshape their frameworks, rules, and business models. To understand and enhance current efforts, the most socially responsible organisations continue to revise their short- and long-term agendas, to stay ahead of rapidly changing challenges.

In addition, a stark and complex shift has occurred in how organisations must understand themselves in relation to a wide variety of both local and global stakeholders. The quality of relationships that a

company has with its employees and other key stakeholders such as customers, investors, suppliers, public and government officials, activists, and communities is crucial to its success, as is its ability to respond to competitive conditions and corporate social responsibility (CSR). These major transformations require national and global companies to approach their business in terms of sustainable development, and both individual and organisational leadership plays a major role in this change.

Organisations have developed a variety of strategies for dealing with this intersection of societal needs, the natural environment, and corresponding business imperatives. Organisations can also be considered on a developmental continuum with respect to how deeply, and how well they are integrating social responsibility approaches into both strategy and daily operations worldwide.

Globally, there is increased focus on corporate social responsibilities, not only by business organisations but also by government, international institutions and other stakeholders. According to Ojokheta (2018) corporate social responsibility as a concept and practice takes its root from views of notable scholars in human resource management. The idea of Social Responsibility (CSR) is that companies/organisations that do business in a particular area are under obligation to pay back or sow back into the community to allow the community to benefit from its activities.

In Nigeria, business organisations are expected by the host communities to be socially responsible to the environment they operate. Thus, many companies see themselves as caught between social demands and maximising short term profits (Porter and Kramer, 2000). However, the demands for corporate social responsibility have become more specific and more important than they used to be; the public began to demand that business make social issues a part of their strategy (Lantos, 2001). Today, increasing numbers of companies are beginning to appreciate the raising importance of Corporate Social Responsibility (CSR). They can no longer overlook societal expectation. Corporate Social Responsibility is rapidly becoming one of the principles and important priorities which modern business ought to adopt regardless of their size and type (Jiyoung, 2007). According to Smerdon, (2007) CSR has received greater international attention since the beginning of the 21st century when economic globalization picked up at a higher speed.

Kyle and Singh (2005) perceive CSR in terms of the institutionalisation 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 organisations 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 organisation. CSR can play a role in building customers loyalty based on distinctive ethical values and organisations can benefit tremendously from building a reputation for integrity and best practice.

Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large (World Business Council for Sustainable Development 2008 in Hopkins) Organisations are expected to have responsibility or obligation to their host communities. They are to have voluntary and environmental impacts as well. They are responsible for delivering sustainable development where they operate locally, regionally and globally. Scholars had identified three key areas common in CRS definitions. These are economic growth, ecological balance and social progress (World Business Council for Sustainable Development, 2007).

As a result of increasing population in Nigeria, there has been agitation for socio economic development in areas of creation of employment opportunities and provision of basic amenities like water, electricity and road infrastructural development of the communities where the industries or organisations are situated. Organisations that do not have impacts on the host communities are often faced with hostile environment, especially, youth restlessness.

According to Akusu (2018) the principle of Corporate Social Responsibility is based on societal notion that a business organisation has responsibility to the community in which it operates. This responsibility

often allows the corporate organisations to operate without hindrances and in a friendly environment.

Ojo (2012) emphasised that CSR is generally accepted by government, civil society and business as a bridge connecting arenas of business and development. In the same vein, they highlighted that, CSR is an umbrella term for a variety of theories and practices which recognises that companies have a responsibility for their impact on communities and the natural environment sometimes beyond legal compliance. In other word, it is expedient that an organisation should have a strong link with its host community for reasons of viability or to add value to the community to enhance sustainable development in the community.

On the other hand, Otty (2018) states that community is a store house, conservator of values, the nursery of leadership, the surveyors of vision; and it is in the community that people live, build their shelters, industries, trade and interact with one another. Ezegbe (2013) succinctly stresses that the welfare and advancement of modern community rest on the shoulders of the people and the corporate organisations living or blossom in wealth by using their scarce resources. According to Ezegbe (2013) and Shaibu and Mbaegbu (2014) corporate social responsibility as a business approach contributes to sustainable development in the society. It should be noted that various corporate organisations in Nigeria have increasingly contributed to the wellbeing of the host communities in diverse ways. Uzoagu (2015) corporate social responsibilities dictate that organisations must not only ensure returns to shareholders, wages to employees, production and distribution of products/services but must also attend to their host community and their environmental needs.

### **The Concept of Sustainability in Community Development**

Sustainable development emphasises man's ability to survive through the use of rational control of renewable resources without disrupting the ecosystem or without destroying the human and societal cultures through over exploitation of natural resources and corruption. The resources should be allowed to mature and rejuvenate themselves for posterity. Researchers (Ballara, 1991). Hsueh and Yan (2011) opine that Sustainable Community Development (SCD) aims to integrate economic, social and environment objectives in community development. SCD is based on a consideration of the relationships between economic factors and other community elements such as housing, education, the natural environment, health

accessibility and the arts. SCD has emerged as a compelling alternative to conventional approaches to development. It is a participatory, holistic and inclusive process that leads to positive, concrete changes in communities by creating employment, reducing poverty, restoring the health of the natural environment, stabilising local economies and increasing community control.

According to report in IFAD strategic framework 2007–2010 (IFAD, 2007) sustainability refers ensuring that the institutions supported through projects and the benefits realised are maintained and continue after the end of the project. IFAD's office of Evaluation adds to this definition by considering resource flows. It acknowledges that assessment of sustainability entails determining whether the result of the project will be sustained in the medium or even longer term without continued external assistance. It therefore expands on the concept of programme sustainability by distinguishing among several factors that either contribute or detract from the long-term impact of IFAD interventions (IFAD, 2006a):

- (1) Political Sustainability – government commitment, an enabling policy environment, stakeholder interest, strong lobby groups and political influence/ pressure;
- (2) Social Sustainability – social support and acceptability, community competence, social cohesion;
- (3) Ownership – whether or not communities, local government and households accept and own the outcomes of the projects in ways that are sustainable;
- (4) Institutional Sustainability – institutional support, policy implementation, staffing, recurrent budgets;
- (5) Economic and Financial Sustainability – resilience to economic shocks, financial viability, reduced household vulnerability and increased capacity to cope with risks/shocks;
- (6) Technical Sustainability – technical soundness, appropriate solutions, technical training for operations and maintenance, access to and cost of spare parts and repairs;
- (7) Environmental Sustainability – projects' positive/negative contributions to soil and water preservation and management, resilience to external environmental shocks.

According to Minnesota Pollution Control Agency (2003) sustainability



in community development implies the development that enhances economic opportunity and community well-being, while protecting and restoring the natural environment upon which the people and economies depend on. Sustainable community development strives for improved public health and a better quality of life for all community members by limiting waste, preventing pollution, maximising conservation and promoting efficiency and developing local resources to revitalise the local economy (Don and Kutzmark, 2006). Jepson (2007) maintained that sustainable development is premised on continuing; and at the local level; it is about community dwellers looking ahead not just twenty years, but a hundred years or more and finding their community still striving.

Sustainable community development is a development process whereby the efforts of people of participating communities are united with those of governmental authorities, non-governmental organisations (NGOs), corporate organisations (COs) among others to improve the living conditions of people of present generation without jeopardising the abilities of future generations to take care of their own needs. Aruma (2015) explains sustainable development as a process of meeting the needs of present generation without compromising the abilities of future generations to meet their own needs in the society. In the same vein, Todaro and Smith (2009) opine that sustainable development allows future generations to live at least as much as the current generation in the society. The focus of sustainable community development is on the benefits of people of both present generation and future generations in various communities in the society. The concept of sustainable community development means lasting development initiatives that improve the living conditions of people in various communities of present generation and future generations.

Indeed, sustainable community development focuses on promoting improved living conditions of people that last for the benefits of both present and future generations. The concept of sustainable community development is perceived as the process of promoting community development which focuses on how to meet the needs of the present generation.

Aruma (2015) states that the cardinal focus of sustainable development is, however, that human beings must certainly try to live today and enjoy the benefits of what the day holds for them with a view to securing the opportunities of future generations to meet their own needs. The needs of

people in sustainable community development must be well articulated in order to address the prevailing challenges of people in various communities in the present generation without compromising the abilities of future generations to address their own concerns in the society.

### **Effects of Sustainability in Community Development**

Sustainable development is the harmonisation of two forces, which are environmental pressure and economic growth. The approach of environmental protection for sustainable development is to achieve environmental and economic benefits which is the trinity complex system engineering; it contains scientific and technological capabilities, government regulation and control behavior, public participation (Lijing, Yonghong and Yanli, 2011).

Sustainable development brings about a lasting improvement in the quality of life of the community members (Ulluwishewa, 1993). Don and Kutzmark (2006) observed that sustainable development can enhance a sense of place, reduce crime, mitigate natural hazards, conserve energy and resources, preserve culture and heritage, improve traffic circulation and reduce waste. It can attract more viable economic development as competition among communities for high quality business becomes more intense and it can help to relate and integrate the many components of a community to achieve a synergistic whole. Bridger and Luloff (1997) further observed that sustainable communities meet the economic needs of their residents, enhance and protect the environment and promote more humane local societies. Sustainable community development emphasises on a balance between environmental concerns and development objectives, while simultaneously enhancing local relationships.

### **Lafarge Initiatives in Nigeria**

Lafarge Africa is the biggest building and concrete solutions company in the world with plants in Ewekoro and Sagamu in Ogun State and other parts of Nigeria. This organisation provides services which contribute to the economy of the nation. It is in recognition of the need for a symbiotic relationship that corporate social responsibilities suggest that organisations should consider the interest of host communities by taking responsibility for the impact of their activities on customers, employer, shareholders as well as the entire environment which they operate.

Corporate social responsibility goes beyond statutory obligations of business or corporate organisation to comply with legislation but also voluntarily taking further steps to improve the quality of life of local communities and the society at larger.

Lafarge industries empowerment programme which cuts across four cardinal areas of social intervention includes education, health infrastructure development and other forms of support it extends for the benefit of her host community and environs. No fewer than 100 indigenes of Ewekoro have benefited from the firms youth empowerment scheme in 2018 while bursary were given to 204 undergraduate students of Ewekoro community from various institutions of learning. Further, in attempt to promote sustainable development, in the same vein, Lafarge organisation flagged the farmers support programme which impacted 127 indigenes to enhance productivity of agriculture produce towards sustainable livelihood. The elderly care support programme whose beneficiaries were about 128 senior citizens. A sum of 100 million was invested on community development projects which include blocks of classroom, borehole and health Centre. Lafarge also established a community learning center with the aim of developing the community youth in a bid for technical infrastructure to boost intellectual development of young people ICT facility usage.. This initiative has assisted 3,751 students gaining computer skills.

### Principles of Corporate Social Responsibility

Corporate social responsibility can be examined under three basic principles, namely:

- (1) **Sustainability:** the organisation should carry out CSR programmes or projects which it can sustainably carry over time and in line with the definition of sustainable development. According to Growther and Aras (2010), this way sustainability is concerned with the effect which action taken in the present has upon the option available in future.
- (2) **Accountability:** the organisation must recognise that it is responsible to the external stakeholders and accountable to them in the process of achieving its objective. Therefore the company must assume the responsibility of its action. It is located at the central position of the social contract and so it is

not only responsible to the owners of the business but to all parties in the social contract and therefore it should be held accountable for its actions.

- (3) **Transparency:** organisations must fix and maintain easy-to-read and understandable objectives regarding every area of their activities. All stakeholders should be able to perceive and understand the activities in the organisations through their communication policies and demand for explanations when it seems they are drifting away from intended objectives and policies. External stakeholders are the worst hit of the organisation negative activities (externalities), so they have the right to know what companies are doing for themselves and for them.

### Corporate Social Responsibilities and Sustainable Community Development

Corporate social responsibility entails that companies and cooperators must voluntarily design and implement actions to improve social welfare, economic condition, and the environment through strategically planned projects that ensure sustainable benefits for stakeholders and the community. This involves planning of projects with the local communities. The organisations are not to impose programmes or projects without due consultation with the host communities, (Abiona and Bello, 2013). In other words, the tenets of corporate social responsibility require companies/organisations to expand their commitments beyond profit making and obeying the law to increasing the social and environmental sustainability. They have to show real commitment to the welfare of the people and development of the community.

The role of corporate social responsibilities of companies/organisations towards building a sustainable community could be viewed as follows:

- (1) **Provision of social infrastructures:** This is the platform by which social responsibilities of private institutions focus on investing their material and financial resources in providing tangible and intangible infrastructures that are needed in the host community for its survival and development such include access road, electricity, community health centres, market skills, recreational parks among others.

- (2) **Education Empowerment:** This involves the corporate organisation empowering indigent members of the host community towards the response to curb poverty and development challenges of the communities comprehensively. Education empowerment could be scholarship empowerment to the brilliant children of the host community (Obasi, 2011).
- (3) **Environmental Responsibilities:** This includes programmes or project aimed at improving and protecting the environment of the host community. This involves improvement of the environment, public utility expansion to environmental pollution, human beings and protection of plants including the host community (Shaibu and Mbaegbu, 2014).
- (4) **Vocational Education Empowerment Programme:** This is one of the avenues by which private institutions extend their social development responsibilities to the host communities. This involves the corporate organisations organising and sponsoring career trainings, skills acquisitions technology education among others.

Empowerment objectives are directed towards equipping participants with knowledge, skills and attributes which would enhance economic growth, employment opportunities, self-reliance for individuals to comfortably solve their personal problems and actively take part in their community development programmes (CRS Annual Report, 2005).

## Conclusion

It is imperative to reiterate that Lafarge industries have met up with their corporate social responsibilities in her host communities. Hence all members of the host community including traditional rulers, youths, women have benefited from the Lafarge initiative. This paper concludes that corporate social responsibility has become a very important issue in both private and public sectors in Nigeria's economy in addressing the issue on organisation initiatives towards sustainable development in Nigerian communities. In the same vein, sustainable development has occupied both national and international agenda. The reason for this is that the achievement of sustainable development hinges on realising concrete values in the economic, political, technological and cultural

spheres. Consequently, there is need for industries to act in a socially responsible way by implementing sustainable business practices as such relating to sustainable community development.

In view of the above the paper recommends that management in organisations should adopt a more collaborative approach in the initiation and implementation of corporate social responsibility for sustainable development. Also, communities should be involved in CSR planning 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.

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