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CORPORATE SOCIAL RESPONSIBILITY (CSR) MANAGEMENT FOR AFRICAN BUSINESS ENVIRONMENT AS INDEX

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Abstract
Corporate social responsibility challenges among African nations are diversify as are influenced by cultural diversities and are besieged mostly by high level of poverty and associated low level of awareness. The corporate social responsibility field is dominated by MNCs whose activities are guided by headquarter policies focused at exploitation rather than services that generate profit. This has given rise to discontentment among African nations as well as retarded growth and development of the continent, especially as the corporate social responsibility activities are guided based on contended legal framework of policies. To address the expectation gap of African nations given corporate social responsibility activities the leadership of the continent must de-empahase personal interests and manage the required corporate social responsibility goals and or aspirations based on marketing management principles anchored on inter and intra nationals vertical and horizontal communications.

Introduction
African nations that were colonized and exploited of human, material and mineral resources are yet to recover as these nations are still besieged by the presence of exploitative multi-national firms whose home of origin is Europe, Asia, and China among others. These multinationals exploit African physical, human, social and even political environments through a range of actions and activities for profiteering for capital freight earnings rather than profitability and capital freight. On account of this, the goals of sustainable development for Africa have continued to remain a mirage based on elusive and evasive policies. Some African nations, in their desire to check the excesses of the multi-national companies for the actualization of sustainability, objectives have brought into the idea of social responsibility as executed on a more or less voluntary basis by both domestic and multi-national firms-Steurer (2005) and Amodu (2020). Researchers think that African nations, individually and collectively are yet to adopt the concrete, robust and comprehensive enforceable framework of policies towards and for developmental goal actualization –Branson (2001), Keay & Igbal (2018) and Amodu (2017), as existing ones are poorly enforced. Based on this assertion, it becomes incumbent on states in Africa to impose constraints on domestic and multi-national firms considered capable of expanding the firms' view about business in Africa beyond that of the pursuit of profit but toward the sustainability of the continent based on corporate social responsibility principles as these have feasible, profitability (viability) and sustainability components considered indices of commercial feasibility; the very core of marketing in the present century.

Corporate Social responsibility
Corporate social responsibility, which is considered to have positive correlations with

sustainability development –kerr, Janda & Pitts (2009) and Amodu (2020), is a corporate governance tool that encourages and spurs up responsible business content in all spheres of operation-Amodu (2019) inclusive of carbon footprint and associated consequences of global warming and climate change; depletion of primary resources that businesses depend on; child labour and human rights violation, application of system failure of free market system and tax application of system of governance and regulation among others-Amodu (2019). Corporate social responsibility ought not be considered a token of appreciation by firms for being allowed to make use of the societies' resources –Amodu (2020) but a call for firms to be sensitive to the complex and multi-dimensional discourses that challenge the role of business in the contemporary society –Jonker (2005) and is expected to regulate the acceptance placement of constraints in the understated public interest for sustainable development in favour of highlighted stake and shareholders interest in corporate profit-Parkinson (2016).

Good quality corporate social responsibility frame work is considered a regulatory tool adopted by governments and associated agencies to make businesses act (behave) in responsible and accountable manner for the economic, social and environmental impact of firms' operations, and is used as a self-regulatory instrument by businesses (especially MNCs) to remain competitive, managing risks associated with balancing corporate legal, ethical, social, economic and discretionary responsibilities – Scherer & Palazzo (2007) in favour of host communities. Given this high level of exploitation of African nations by firms especially MNCs and the attendant low rate of social and economic development, organized corporate social responsibility campaign and crusade are considered valuable as this will cause firms to embrace clearer ways of production, increasing the efficiency of resource usage, interacting with social actors to improve the performance of businesses in addressing social expectations and redressing firms' operation or initiating new ones which give impetus to culture of innovation and which ameliorate the position of stakeholders-Keay & Igbal (2018).

Basis of Corporate Social Responsibility

Corporate social responsibility is corporate inclination to accommodating and integrating various interests of different publics in the same portfolio based on the performance of marketing functions centred on produce (products) promotion and inclination of environmentally sensitive products -Davis (1998), Menon & Menon (1977), Hartman & Stafford (1998) and Oko & Agbonifor (2014), has its scope as economic, legal, ethical and voluntary (discretionary)responsibilities respectively – Ferrell & Fracedrick (1997) and Oko & Agbonifor (2013). These responsibilities are universal and are tailored to peculiar needs of the nations, in line with the resources that are common and can be 'negative' to the extent that it places obligations on the natural or artificial personalities to refrain from acting (resistance) or 'positive' as an obligation to act (pro-active stance) –Wikipedia (2012) as cited in Oko & Agbonifor (2014).

Corporate social responsibility activities span beyond waste re-cycling for re-use, voluntary monitoring of activities of firms on routine basis to the situation of allowing the associated activities to form corporate lifestyle as are influenced by the philosophies of corporate top level management-Oko & Agbonifor (2014). Based on this assertion, there is need to establish the attitudes of managers of MNCs to social responsibility activates among African nations.

Frame –Work of Analysis

Advocates of corporate social responsibility assert that firms should be guided by what is considered right, just and fair as high moral code of conduct –Kuada & Himson (2012), hence businesses inclusive of MNCs are expected to be engaged in behaviours that are considered to respect the will of the host communities and other stakeholders, avoiding social harm and preventing social injury-Lantos (2001).

In the contest of right, just and fairness as are specified, the firms are motivated differently depending of the philosophies of Owners and

Managers, hence the importance attached to the appraisal of the factors that spur up corporate social responsibility initiatives of difference businesses in different industries across Africa is vital. Equally important are corporate social responsibility related issues that the firms are concerned with and the expected results associated with the adoption of corporate social responsibility behaviour-Wood (1991).

The study of the motivating factors of MNCs in Africa as models is appraisal based on the combination of assertions of Vamali & Mirshack (2007), Carroll (1979) and Wood (1991) as presented by Kuada & Hinson (2012). Generally, most models are based on the conventional antecedent behaviour –consequence structure as common in management literature- Connellan (1978). However, MNCs operating in African states are motivated by economic, legal, ethical and (discretionary) voluntary variables as these shapen and sharpen their strategies as well as expected return on activities as benefits or consequences -Kuada & Hinson (2012).

Multi-national companies operating in Africa have common expectations based on investments. These are classified as societal –sub classified as benefits to the physical environment, social welfare as well as community development while corporate benefits include economic gains highlighted as cost reduction, corporate image enhancement and employees' satisfaction-Kuada & Hinson (2012). The analysis is built on the fact that the MNCs operating among the African (states) nations have common motives centred of economic, ethical, legal and discretionary variables and adopt key strategies that align with the provision of social welfare, human right, physical environmental, community work and health and safety services to generate returns sub classified as societal and corporate. While societal outcomes are targeted at enhancing the welfare of the host communities and associated stakeholders, corporate outcomes satisfy the present and future needs of the MNCs.

This study based on the presented analysis is interested in establishing the adequacy or otherwise of the societal activities are benefits of MNCs corporate social responsibility compared with rewards to the corporate bodies as firms for its justification.

Corporate Social Responsibility Attitudes in Africa:

a. **Propelling Influence:**

   Multi-national companies operating among African nations spend considerable efforts in the study of the legal frame work of these nations with special bias for corporate social responsibility. Based on this, they take advantage of legal and institutional gaps that create lapses in favour of lower level of responsibilities-Kuada & Hinson (2012). This supports the assertion of Narula & Dunning (2000), that the MNCs decisions to entre Africa nations is guided mainly by resources seeking, market seeking, efficiency seeking and strategic asset seeking motives.

   MNCs have based on corporate social responsibility legal lapses exploited Angola; Congo Republic; Equatorial Guinea; Sudan and Nigeria given disproportionate flow of Foreign Direct Investments into these nations-UNCTAD (2005). These investments indicate that MNCs are motivated by the desire for low corporate social responsibility cost implications as required by law rather than corporate discretionary obligations that ought to favour African nations.

   African nations: The choice of African nations' prescribed corporate social responsibility limits by MNCs as opined by Rwabizambuga (2007) is based on the fact that most African nations do not have the capacity to establish institutional mechanisms for monitoring and enforcing international standards of corporate social responsibility. This motive of MNCs is a clear indication of market exploitation.

b. Strategic Investment Areas:

The absence if universal legally acceptance framework on strategic areas of corporate social responsibility investment makes it difficult for African nations to prescribe absolute standards for business behvaiours – Rwabizambuga (2007) in Kuada & Hinson (2012), especially in the areas of social welfare, human rights, physical environment, community work and human and safety standards. Given this, different MNCs adopt varying standards as determined by corporate headquarters; which do not take cognizance of the developmental needs of African nations.

It is the opinion of researchers that MNCs should invest in strategic key issues among African nations according to firms' resource, capacity and size; however the economic and social rights of the different nations and sub-nations as communities must be considered high above globally accepted civil and political rights-Kuada & Hinson (2012).

In all circumstance, most African nations demanding higher strategic investments as vehicle for corporate social responsibility based on international standard must be guided by cost –benefit analysis of attracting Freight Direct Investments (FDI)from smaller investors –Kuada & Hinson (2012), as well as the fact that the corporate social responsibility variables on strategic vehicles of fact that, MNCs are guided by headquarter directives, as directive as implemented for corporate image building and sustenance –Steiner & Steiner (2000).

Conclusively, MNCs in Africa execute corporate social responsibility activities based on the directive of headquarters with little or no consideration of events and circumstances preventing in the host nations of Africa.

c. MNCs that operate among African nations places more emphases on the associate benefits as derived from corporate social responsibility activities, this is contrary to indigenous African firms that stress more on societal benefits-Kuada & Hinson (2012). This assertion is supported based on the opinion of McDonald & Rundle-Thide (2008 that) effective MNCs corporate social responsibility practices enhance the degree of satisfaction of bank customers as external while Calabrese & Lancioni (2008) opine that MNCs corporate social responsibility practices tend to satisfy the employees and customers as internal and external markets. For Miles, Munilla & Darroch (2006) are of the assertion that corporate performances are enhanced based on active engagement of principal stakeholders in corporate social responsibility strategy formulation.

   Given the discourse as presented, it is obvious that MNCs that are motivated by the desire to achieve corporate goals (improved corporate image, branding and profitability) rather than societal (physical environment, social welfare and community development) place emphasis on firm-level outline corporate social responsibility related activities; unlike indigenous firms that are liberal and show philanthropic concern with inclination for societal welfare.

d. Generally, African indigenous firms are motivated more by cultural and social obligations; hence emphasis philanthropic corporate social responsibility practices. Thus, based on the fact that corporate top level management philosophies that influence decisions are guided by culture-Hofstede(1991) and Sachs, Ruhli & Mittnacht (2005). African communal life system imposes social responsibility on natural and artificial persons hence corporate social responsibility practices of indigenous African firms address philanthropic and socio-economic development needs of the continent –Amaeshi, Adi, Ogbechie, Amao & Olafemi (2006).

It is observed also that African indigenous firms are motivated by managerial desertion rather than legal right of the communities' corporate social responsibility activities especially where assertions have high cost implications-Hamann, Agbazue, Kapehis & Hein (2005), in the firms.

The high poverty level among most African communities reasonably influences the expectations of the citizens based on corporate social responsibility activities. Given this, communities are more concerned about immediate existential needs compared to long term societal goals considered of international standard-Kilada (1994). On the other hand, MNCs based on the consequencies of not honouring expected obligations of corporate social responsibility are influenced to assign resources to meet communities' needs especially as it concerns physical environment-Kuada & Hinson (2012). The size of firms and resources available also influence stakeholders' expectations of firm's commitment to corporate social responsibility-Lepouire & Heene (2006).

Managerial Requirement-Vendors' Approach:

Corporate social responsibility activities of MNCs and indigenous African firms are expected to achieve social and economic development for African nations on sustainable basis. Given this, the corporate social responsibility activities as supervised should be planned and executed based on rolling plan as built on the corporate planning and control principles.

Corporate social responsibility activities and goals must be futuristic and step by step executed, hence should be based measurable standards -Amodu (2020). Performances must be subjected to test and monitoring as means of conforming the accuracies of information disclosed and reported. Performances as compared standard must make room for variance analysis and deviation control.

Corporate social responsibility activities of firms must not be a function of profit rather must be statutorily provided for in corporate annual budget, thus is is considered a veritable government regulatory instrument and key (strategic) issues as investment portfolio variables must be executed in line with international laws and standards –Amodu (2020), in consonance with expected social, economic, civil, cultural and political rights of the natural and artificial persons –Amodu (2020).

African nations must realize that the development of the states and its sustenance depend on effective management of corporate social responsibility policies for goal realization, thus necessary public and inter governmental relationship programmes must be put in place to secure the loyalty of the MNCs and indigenous firm operating among African nations.

Leadership in African at governmental level needs to be organized for corporate social responsibility activities at regional and continental levels for the purpose of checking the excesses of MNCs especially within the framework of legal policies. This must be in consonance with idea of 'payback period' on resources extraction for sustenance –Oko (2016). The different host communities of African nations as stakeholders, like other stakeholders are expected to know their rights, obligations and limitations in their relationships with MNCs and indigenous firms as basis for the promotion of peaceful and harmonious relationships with the firm for conducive operational environment and goal optimization –Oko (2016).

Based on economic variables, the nature, structure and viability of African nations as influences on corporate social responsibility decisions must be considered. It is also important to consider the sector participation of the firm involved in corporate social responsibility activities whether public or private; if private, as driven by disciplined economic policy, the African nations must demand competitive and qualitative allocation of resources to corporate social responsibility acuities as well as consumer orientated policies, as such host nations must be pro-active rather than re-active in decisions and policies, based on good quality research activities in the operational circumstances of the firms. These accounts for the need for high degree of care in the selection of host nation's personnel in the monitoring and management of the corporate social responsibility activities of the MNCs – Oko (2016).

African nations leaders as home base of MNCs corporate social responsibility activities are expected to insist on proper diversification of corporate social responsibility investments especially with inclination to the current and relevant needs of the communities. Care should always be taken to appraise the growth and survival rate of the diversified investments for the optimization of the need to develop Africa on a sustainable basis-Oko (2016).

Host nations of MNCs based on corporate social responsibility activities are expected to study the quality of MNCs capital investments and corporate dividend policies to be equipped with knowledge for the adjustment of African nation's foreign exchange policies and rates, taxation policies and monetary transfer policies as means of avoiding the sub-optimization of her interests as well as those of the MNCs –Oko (2016).

Corporate social responsibility managerial requirement-vendees' Approach

MNCs exist as nations accept their presence, hence the transaction referred to as corporate social responsibility. Corporate social responsibility has its target as creditors, employees; the market forces represented by service consumers and suppliers of operational inputs; host communities and the physical environments-Amodu (2020). The interests of these stakeholders must be optimized for the purpose of actualizing the interests of MNCs as measured in economic gains, growth and development-Amodu (2020) as this is the core of marketing as a practice and discipline. Corporate social responsibility activities must be considered strategic and must transcend corporate philanthropy thus must be considered tools for corporate governance for the management of social economic and environmental risks common to corporate operations-Amodu,(2020) on account of this, there will be need for care in the selection of personnel for the corporate social responsibility management-Oko (2016), in favour of the vendees. Research into the management of corporate social responsibility activities is vital for identification and management of negative deviation from standard in corporate social responsibility goals, with respect to the interests and expectations of different stakeholders-Fournier (2017). This is considered basis for harmonious relationship between the vendors and vendees as African nations and MNCs.

Inter and intra industrial vertical and horizontal relationships among firms that have common interest in specific and general corporate social responsibility activities is considered vital, as basis for desire control of host communities and for efficiency in resources utilization. Program re-views for waste resources management is also considered necessary as it leads to idle capacity management and utilization. MNCs as providers of corporate social responsibility services must be able to identify and analysis host communities' (satisfaction need gaps) problems to identify and recommend among the host communities' array of (solutions)as corporate social responsibility services, the one that will satisfy the target communities' needs. This is important because in most situations, the host communities may not have good quality understanding of their existing problems-Oko (2016). MNCs are expected to maintain good quality communication with host communities as means of enlightening same on their programmes, goals and philosophies. This will achieve the purpose of aligning the communities with their corporate social responsibility goals and serve as vehicle for public relations and functional publicity-Oko (2013).

Good quality corporate social responsibility programmes for the African nations have the capacity of creating, maintaining and sustaining for their MNCs social licenses of operation – Pino (2013) and Oko (2013). MNCs have good reasons to accept legally stipulated demands of African nations to be keen in corporate social responsibility. This call is on the basis that willingness to be committed to African nations' corporate social responsibility legal requirements is considered evidence of corporate social responsibility especially as these developing nations of Africa have weak institutions, thus are not capable of enforcing law meant to regulate business behaviours –Kuada & Hinson (2012). MNCs are expected to manage their corporate social responsibility programmes based on strong commitment to ethical standards especially as is obtainable at their headquarters-Multer & Kolk (2010), as well, they (headquarters) are expected to encourage firms' subsidiaries to do more to host communities than the minimum legally required social obligations in African communities where they are located – Kuada & Hinson (2012).

Areas of Corporate Social Responsibility among African Nations:

Most African nations are blessed beyond measures based on deposits of natural resources; however, the inability to harness these resources for acceptable level of growth and development makes the situation a challenge. Hinson & Ndhivo (2011), Hoskins (2011) Muthuri (2013) and Okoye (2012). The culture is considered rich but it is diversity based and community life structured as a result individualism is considered alien-Lutz (2009) the communities and organization exhibit rich diversity between the Northern and Sub-Sahara Africa and within these two distinct identities. These nations exhibit humanistic and communal focused life; however, consensus on what the common good or value is does not exist –Barty & Amponsah-Tawiah (2011) and Cheruryot & Maru (2014). The legal system as frame work of corporate social responsibility management is generally weak, in states where they exist, they are poorly enforced -Visser (2006). The high incidence of poverty among African nations as observed through large income disparities, low education level among the population and the high social visibility of the multi-nationals make for high level of dependency on MNCs as a source of development through corporate social responsibility. Given this, communities make demands on continuous basis, as development is from governments to private sector organizations –Hinson & Ndklova (2011). The situation presented supports the assertion of Visser (2006) as cited by Rampirsad & Skinner (2014), that between 1995 and 2005, only 12 of the 51 African nations had had research published in core channels on corporate social responsibility, with 57 percent of all these articles focusing on South Africa and 16 percent on Nigeria. The situation however is currently favourably changing as nations such as Ethiopia, Uganda, Burkina Faso among others are showing interest in corporate social responsibility management –Ramperisad & Skinner (2014).

Corporate social responsibility activities in Africa are motivated by several factors among which include that not limited to driven by multinationals and consumer organizations promoting western corporate social responsibility models, world organizations such as the United Nations World Summit on Sustainable Development, UN Global Compact, World Trade Organizations and OECD Guidelines for Multinationals. Secondly, African based organizations such as the African Union, which provides for a focus on corporate governance and corporate social responsibility through the New Partnership for Africa's Development (NEPAD) African Peer Review Mechanism. Thirdly, Western consumers driven codes of conduct covering business activities, including BASEL code, SA 8000, fair-trade. Furthermore, the growing importance of foreign direct investment from EU, US and emergence of Chinese investments in Africa play a leading role. Similarly, the rise of the international NGO movement and civil society focusing on the ethical practices of companies in Africa and the increase in multilateral interest in social and environmental impacts, including by the World Bank and International Finance Corporation are instrumental in shaping corporate social responsibility agenda in Africa. Finally, the growing significance of African indigenous corporate social responsibility related initiatives such as the Black Economic Empowerment in South Africa and the small but growing driver of socially responsible investment (SRI) funds

Corporate social responsibility in Africa is challenged by several factors among which are poor corporate and political governance, theft. Corruption, inter and intra ethical conflict, environmental degradation and lack of resources diversify-Kimeli-Cheruyot & Onsando. The challenges are common among nations of Democratic Republic of Congo, Nigeria, South Africa, Angola among others, and could be harnessed based on good quality leadership and corporate social responsibility policies anchored in good quality legal frame work.

It is discerned from research in African corporate social responsibility that leadership crisis contributes significantly to the poor level of corporate social responsibility failure in the continent. This in the area of failure incorporate and political governance centred on abuse and mis-use of resources by corporate bodies and political leaders for personal interests. This is considered a negation of the long-term investment principle of corporate social responsibility. Most political leaders in Africa collude with corporate leaderships to deplete funds allotted for corporate social responsibility. In addition, African leaders shift their responsibilities for the provision of social services to private sector business organizations even when the artificial and natural citizens pay taxes for government to meet state social expectations-Kimeli Cheruiyot & Onsando (2016). Solutions to these challenges are sought based on good quality selfless leadership among African nations.

Selected African Nations and Corporate Social Responsibility Activities:

- In Ghana, the economy is relatively diversified based on national resources endowment especially in the area of Agriculture, mining, services and manufacturing-Rampersed & Skinner (2014); as the nation through her organized market structure offers oil, gold, cocoa and timber to general and specific target markets for economic growth and development - Giz (2011). Corporate social responsibility activities in Ghana are in the area of education, health, community development, sport and philanthropic deeds-Rampersad & Skinner (2014). These activities have added impetus to the image and brand name of concerned firms and the social –economic developmental base of stakeholders inclusive of employees, and host communities through education and health services and initiatives-Giz (2011) and Rampersad & Skinner (2014).

- The level of awareness of the importance of corporate social responsibility is high in Nigeria especially along the Niger Delta axis; however, the implementation of corporate social responsibility policies is besieged with high degree of corruption and personal interests –Agbazue (2012), hence there is weak effect in the policy implementation.

Areas of corporate social responsibility in Nigeria include oil (petroleum industry), breweries, and the banking sector firms-Giz (2011). Target investments are in the area of education, health, poverty alleviation and physical environment management-The World Guide to Corporate Social responsibility (2010).

Factors that spur up corporate social responsibility activities in Nigeria are inclusive of local needs and public pressure, globalization, competition, public relations, regulation and corporate success-The World Guide to corporate Social Responsibility (2010) and Rampersad & Skinner (2014). It is important to note that corporate social responsibility activities in Nigeria are championed by multi-national companies based on strategic policies built on corporate planning and control mechanisms-Giz (2010).

- Cameroon with her low level per capital income, social inequality and high level of corruption-Africa Report (2010), is facing numerous problems that challenge national development. This is inspite her vast reserves of raw material-Rampersad & Skinner (2014). It is established that the nation has not put in place strategic frame work or legislation for the purpose of addressing corporate social responsibility related issues as solutions to her internal problems-Rampersad & Skinner (2014). Corporate social responsibility investments in health, reduction and poverty reduction as observed in Cameroon are philanthropy based-Giz (2011).

- South Africa is experiencing gap between the poor and the rich to the disadvantage of the poor with greater percentage of the poor as blacks and socio-economic activities relatively following societal low per capita income-Rampersad & Skinner (2014).

- In area of corporate social responsibility, the state does not have either legal (regulatory) policy as guide to activities of firms nor any persuasive influence. The motivating forces for corporate social responsibility are the political changes and the efforts aimed at balancing out the inequality in wealth distribution, that are now being considered as law. Businesses are responding as investments are expanding beyond the limited scope of existing law in favour of corporate social responsibility –Suggernath, Rampersad & Reddy (2011).

- Investment in corporate social responsibility considered corporate and strategic philanthropy are in the areas of education, health case-with bias for HIV/AIDS, as well as the welfare of communities (locals) and national levels-Rampersad & Skinner (2014). However, currently, corporate social responsibility projects are focusing on sustainable development, governance related issues, and are providing answers to questions of public-private partnership-Hinson & Ndlovu (2011).

To efficiency harness the African corporate social responsibility activities for growth and development of the continent, the leaders of Africa through the continents' unions such as New Partnership for Development (NEPAD), the African union and East African community must take responsibility for the development of Africa based on the development of strategies for the optimization of the benefits of corporate social responsibility-Lundy & Visser (2003). African nations and leaders are expected to manage and market their business environments in corporate social responsibilities relationships with MNCs based on industrial marketing principles; hence are expected to evaluate MNCs as vendors, for selection based on their available Technical Support Services; prompt delivery of corporate social responsibility services; quick response to Africans' needs; completeness of service line of the MNCs and caliber of their personnel in the area of corporate social responsibility-Oko (2014).

The service of MNCs are evaluated based on honesty and fairness in dealings with Africans, accuracy of service specifications, realistic rather than idealistic delivery of corporate social responsibility services; and constant research on programmes aimed at improving the quality corporate social responsibility of service and service delivery –Oko (2014), as components of corporate social responsibility. Corporate social responsibility activities must be driven by the needs of the societies thus ought to be marketing concept oriented and must be implemented on the basis of pro-active rather re-active principles –Oko (2014). African leaders are expected to insist on good quality diversification of corporate social responsibility services to meet communities' needs as this is considered basis of the appraisal of the growth and survival rate of the different sectors of investments.

African Union based on inter and intra national leadership relationships are expected to develop and execute African framework of policies to monitor and control the MNCs corporate social responsibility activities' implementation for focus on the continents' development and sustenance. This will for basis for identification of participants' social expectations and the rationale for engagement in social responsibility activities; identification of social responsibility causes (activities) that are consistent with both participants' missions and visions and to showcase participants' objectives and priorities for actions and activities to be undertaken in the desire to actualize African nations' corporate social responsibility objectives –Oko and Agbonifor (2013).

Conclusion

The corporate social responsibility needs of African nations are varied given socio-cultural diversities - Corporate Social Responsibility Navigator (2007). However, these are anchored on the fact that there is a high level of poverty based on low per capita income among citizens and there is a low level of awareness of the need to demand corporate social responsibility services from MNCs as well as indigenous firms. Based on these, corporate social responsibility is approached largely from the philanthropic point of view as seen among some MNCs given their strategic corporate social responsibility approach-Giz (2011). Social expectations in some African nations are relatively high, and MNCs are endeavouring to meet these expectations in the interest of peace and industrial harmony. Result from this is the creation of an independent fund that forms the landmark of support for corporate social responsibility-related activities among some African nations-Giz (2011), corporate social responsibility investments are not properly diversified as a reasonable level of neglect of vital areas of investment constitutes challenge. It is on this note that some nations have developed legal documents as guides to good corporate governance.

Generally, the thrusts of African corporate social responsibility are the provision of educational and health services, poverty alternation, and community development, with some forming cognizance with core business needs and others being considered to align with societal developmental needs. However, the opinions of this discourse that the corporate social responsibility needs of the African nations are not insurmountable given well-articulated plans of budgeting, budget implementation, control and monitoring that are built on good public awareness creation of each nation's expectation –Oko & Agbonifor (2013).

Recommendations

This discourse recommends

- Leadership of African nations must synergize based on inter and intra-national leadership relationships for unity of purpose as a strategy to monitor and control the excesses of MNCs operating within the region. Based on this synergy the exploitative tendencies of these MNCs in corporate social responsibility will be reduced or eliminated.

- Activates of the national governments and the African unions with regard to corporate social responsibility must be managed based on the philosophies of Total Quality Control, Open Book Management and Management by Objective as the basis for transparency and as a condition to command loyalty and support of the individual nations; natural and artificial citizens in their pursuit of corporate social responsibility objectives-Oko & Agbonifor (2014).
- Corporate social responsibility projects must be carefully identified and selected to meet the needs and aspirations of the target markets (as natural and artificial persons or citizens). African nations' legal framework for MNCs corporate social responsibility investments should be guided by the desire to make discretionary (philanthropy) less appealing.
- It is important that corporate social responsibility investments of the MNCs, be reported and cost assigned to the activities compared with actual work for possible variance analysis and control. African nations' leadership must be ready to admit and address shortcoming rather than shift blame for failure to agencies.
- Corporate social responsibility activities in Africa by MNCs and agencies should be guided by laid down policies on environmental risk management especially in the areas of pollution control management and de-commissioning of 'on' and 'off' shores platforms with respect to oil exploration.

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