

# Corporate Social Responsibility, Challenges, Prospects and Its Impact on Infrastructural Developments in West African Economies

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## Abstract

The main reason for the existence of Corporate Social Responsibility (CSR) initiatives is to facilitate the move towards development where needed. CSR in developing countries and in particular, West African economies have been lagging behind the 'Best in class' practices such as those in the western world. In this context, this study aims to explore on CSR already in existence in this region and the updates on developments brought about as a result of the various contributions made with regards infrastructural developments there in. Sources from secondary data—internet, books and articles—were collected with varying views from expertise in the area of concern. The contents gathered will give an overview to MNCs, government bodies—local or foreign—, development agencies, and individuals and what is expected to facilitate the bridging of the huge gap between what is practiced and what is expected. The theoretical paper will also create an insight to how a double sided CSR can be embarked on which will maximise wealth, elevate organizational reputation, contribute to infrastructural developments in West Africa and anywhere else and at same time fulfilling its objectives.

**Keywords:** CSR, Infrastructural developments, West Africa, Challenges, Prospects, Ethical social responsibility.

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## Introduction

The new business era on the international business platform has proven to varying reasonable extents that Corporate Social Responsibility (CSR) will not only, amongst many other benefits, attract stakeholders to its business but also lead to infrastructural development in the locality in which it operates. However, if done well, the extent of infrastructural development will be of great magnitude which has been behind the success of most developed nations (Adeyeye, 2012). Muthuri (2012) stated that CSR is a western innovation. There are differing CSR programmes which organizations must carry out depending on the industry which they belong to. The birth of CSR began when organizations most especially MNCs, cared less about sustainability and the environmental conditions of their host environments and the local citizens residing close to their areas of business operations. Additionally, complaints of different calibres, which have ensued to the loss of lives and properties, have led to the need for corporations to whole heartedly give back to their society which they 'exploit'. The advent of CSR began with charitable giving by organisations. Some of which were questionable as some required tapping into money not belonging to the business. Later, the scope became wider with the negative effects of exploitation brought about by international organisational activities on environmental sustainability (Adeyeye, 2012).

The global perspective towards African nations have it in mind that majority of the African jurisdictions are under the least developing even with existing African giants like Nigeria, South Africa, and Ghana. These countries even with their current rankings in the continent, still call for investors to make foreign direct investments (FDIs) available leading to a pathway full of economic, socio-cultural, political, legal, religious and infrastructural developments. Some of the reasons for lack of supply and willing investors to meet the available demand for investments in developing jurisdictions include; lack of basic social amenities needed to run their businesses—for example power—which is one of the key amenities in business operations. Power substitutes—like inverters, generators and solar systems—are costly and only affordable to already established businesses who can afford the costs associated with running of the business and who will be willing to reach its target markets in that region. Additionally, with the shortage in power supply, the cost associated with production a finished product is hence high making output expensive. Considering the markets in developing countries, most especially, with low consumer spending, making expensive products is not rational.

Hopkins (2007) ascertained that corporations are likely to contribute positively or negatively to national development through CSR initiatives. Additionally, it has been made clear that the achievement of organizational objectives is possible with the right CSR initiatives in place. An organization's CSR initiative should not be based on the profit making alone but the 'how' of the profit-making process should as well be taken into account. Development of the infrastructure should not be solely the responsibility of the government of a particular jurisdiction. That is to say that businesses and local citizens are also responsible in the contribution en route infrastructural development in the locality they operate and dwell.

Besides the above mentioned, the definition of ethics in relations to corporate social responsibilities are on the table. Stakeholders are beginning to merge these differing

concepts into what has been termed as ‘Ethical Social Responsibility’. The bone of contention here is that, there are evolvments on what the definition of CSR is and more so, what activities by an organization is considered ethical CSR and its effects on organizational profits and environmental sustainability. Theories such as the Kantian and the utilitarian theories have been used to explain what these school of thoughts have defined in their varying studies about what constitutes being ethical and then to be ethically and responsible in business dealings (Luthans & Doh, 2009).

Multinational corporations as explained by (Luthans & Doh, 2009) with their divisions in developing countries have been pressured with increased attention towards ethical corporate social activities. Nonetheless, the definition and perception of being ethically responsible or doing good as some would say is relative. This is due to the mixture of oriental backgrounds from both the home and host countries. Stakeholders with the inclusion of the civil society have raised the dust as on corporations which to them ‘claim’ that they are ethically responsible when in actual sense are found to be otherwise. Some of these concerns are in the aspects of; working conditions, human rights, education and commonly environmental activities by organisations (Adeyeye, 2012; Hopkins, 2007).

On the other hand, some international major players have taken it upon themselves to link their strategies to their intended CSR initiatives. Even with such responsibility taken upon by these businesses, stakeholders have found it difficult to believe that these CSR initiatives taken upon by businesses are indeed genuinely to facilitate local infrastructural development and at same time maximise wealth (Adeyeye, 2012). Some perceive that such CSR initiatives are only to fill in the gaps especially when taking upon the initiative that has been imposed by host government. International giants like Johnson and Johnson (J & J) and General Electric (GE), have linked their initiative with their core strategies due to the perception they have of its level of importance on the organization and their surrounding environment as a whole. Even with their mind blowing initiatives, there are still complaints about whether these activities are ethically and morally allowed or not. The unrest in this area has lost the confidence of stakeholders ensuing to corporations revisiting their CSR initiatives for the betterment of the existence as an organization (Hopkins, 2007).

CSR are actions of a firm to benefit the society beyond the requirements of the law and the direct interests of the firm. It is a way of giving back to the society which it continuously takes advantage of. There exists a code of conduct to be adhered to vis-à-vis the CSR implementation. The framework explain by (Hopkins, 2007) on necessary initiatives to take up as part of their ethical CSR projects encompasses activities such as; environmental sustainability, human right, labour rights and so on as aforementioned.

The study aims to assess the impact of CSR projects on infrastructural development in developing countries, particularly in the West African region. The study also aims to critically look at ethical CSR existing in developing countries in the West African region by taking a look at both challenges and prospects and what should be drawn to organization’s attention regarding the revision of these schemes in enhancing infrastructural development in developing countries and at the same time maximising its wealth by achieving goal congruence.

### *Background of study*

The poor infrastructural developments in developing economies as clarified by (Hopkins, 2007) have depended on the efforts of the governments to enhance its numerous areas considered for development. Development of environs alone is unachievable by an independent body but collectively will suffice. Hence, the citizens of the society are also responsible for the infrastructural development of a locality. This is not the case in transformational economies especially in West African regions. The CSR initiatives in developing economies, most especially, developing economies are usually philanthropic in nature. Initiatives such as poverty alleviation schemes, HIV/AIDS, human rights, labour welfares and the likes are what constitute the CSR in Africa and little on areas like environmental sustainability like the western world..

Dissimilar to the CSR practiced in the western world, (Amponsah-Tawiah & Dartey-Baah, 2011) clarified that CSR in Africa do not concern the development in regards environment or sustainability of environment for future generations. In countries like Ghana, Nigeria, Senegal and Liberia, there are no pronounced definite structures that engage organizations to ensure that their CSR initiatives are intertwined with strategies or are in line with the objectives and goals of both financial and non-financial stakeholders. The CSR existing in the western world considers a scope that satisfies both the organisations' and stakeholders' desires including reputation, profitability, and so on. The current CSR is more like providing a package aimed at simply incentivising the party that has been exploited and nothing on ethics.

CSR in Ghana for instance, (Amponsah-Tawiah & Dartey-Baah, 2011), is solely to solve societal problems in the light of political, and socio-cultural hindrances to Ghana's economic and infrastructural development. CSR practiced in developing countries are many a times, for show offs or for Multinational Corporations as payment of resource exploitation or just by following the norm. CSR in West Africa and Africa as a whole is not in a satisfactory place as there is still room for more schemes to be undertaken and for improvements.

Corruption, a major hindrance to development, is on its highest level in developing countries. Adeyeye (2012) confirms that the adoption of CSR serves as a tool in combating corruption hence, the association between the two. Corruption here refers to international corruption, which are those committed by MNCs especially in developing countries because of the loose grip on laws guiding international business operations. It has been proven that international corruption affects economic, socio-cultural, political and infrastructural developments in developing countries hence the need for the intervention and with CSR projects as combat tools.

### *Aim of the study*

This study aims to assess the impact of Corporate Social Responsibility in infrastructural developments in West African region.

### *Research objectives*

- Discuss on the existing CSR projects in West Africa
- Explain problems associated with the CSR initiatives in West Africa
- Overview of the ethical CSR initiatives adopted in West Africa
- Identification of infrastructural developments in West African economies ensuing from implementation of CSR initiatives by host organizations
- A look into the future for possible CSR initiatives that could bring about infrastructural developments in West African economies.

### *Significance of the study*

CSR is an initiative that should be considered when developing organizational strategies towards goals achievements. Developing countries can not only depend on its government for its expected varying developments goals. Organizations especially those operating internationally are obligated to contribute such as to local developments especially after taking advantage of local opportunities like cheap labour and natural resources. This study aims to assess the impact of CSR implementation in developing countries with a specified focus on West African countries. The study will serve as a guide to host and home organizations that are looking to adopt CSR practices in West Africa for the first time and at the same time adopt a culture of ethical practices with regards to giving back to the community. The study will also influence the decision making process of corporations already in the game when it comes down to revision of corporate objective for goal congruence which should be in link with CSR initiatives decided upon, while looking at a wider perspective. Additionally, due to the existence of diverse developments based on the CSR initiative undertaken, top managements and even stakeholders affected are able to determine what CSR activities are ethical, the diverse meaning of CSR depending on the context in which it has agreed to embark on.

## **Literature review**

### *Overview of CSR in West African countries*

Although there has not been any proof of CSR's existence in western Africa, international corporations have already begun linking their organizational goals and achievements to benefit the organization and at the same time, the public. CSR in West African are usually partially formalised systems as poverty alleviation, human rights and so on a pitiful level considered being on-sided. On the flip side of the coin, when formalised, it is mostly amongst MNCs seeking to boost their profit and glorification of its reputation. Based on this understanding, the current context in which CSR initiatives are based on are poles apart from that of the west.

The West African hemisphere is suffering from underdevelopment as a result of what (Forstater *et al.*, 2010) termed as 'Natural resource curse'. This implies that with the vastness in availability of natural resources in the region, such as Diamonds in Sierra

Leone, oil in Nigeria, Gold in Ghana, and so on, without effective control in place by governing bodies, infrastructural development is slowed. The reason being that, these resources have not been used to hasten growth in all areas but instead caused loss of lives and properties as a result of prolonged conflicts and selfish interests.

Ghana for one is a West African country, which believes that CSR initiatives are linked to the strategy of the business where societal and environmental needs are being met. Additionally, there is no regulatory organization to control the adoption of CSR into organizational activities (Dartey-Baah & Amponsah-Tawiah, 2011). The reason for the philanthropic nature of CSR projects in West Africa is due to the positive response in economic growth and favourable infrastructural developments within these economies. Developing economies in West Africa are interested mainly in improving in its education, human rights, health, and job creation believed to facilitate infrastructural developments in the long run. Contradictions nevertheless, provided in a research by (Popp, 2012), has also proven that it is otherwise and more.

Forstater *et al.* (2010) highlighted that the continued collaboration between China and African countries, including West African nations has become rampant. The business orientation of the Chinese business man is of a unique nature. It almost seems that in the past it was all about achieving goals beneficial to its locals than its consumers in the international markets while considering the fact that the bureaucratic style of management is practiced. Hence, CSR is beginning to serve as an eye opener for Chinese business moguls if they are ready to capture a market outside their domain. This has been possible with; the support of government towards an ethical CSR by corporations—local or across boarder.

### *Problems and challenges within the CSR programs in West Africa*

Previously stated, there are problems associated with the CSR projects undertaken in developing countries, and in specific, West African economies. Majority of the initiatives have succeeded in making their CSR initiatives seem attracted with their backstage intentions including exploitation of natural resources in these economies. Citing some painted initiatives are present in Ghana, a country rich in resources. As one of the fastest growing West African economies in the sub Saharan region, (Popp, 2012) gave insight that Ghana possesses in abundance resources such as oil, gold, cocoa and the likes. However, due to the mismanagement and depletion of natural resources, there has been limited development in Ghana's infrastructure. Additionally, extractions of resources by international extractors have amplified concerns within locals as regards health and safety issues and environmental sustainability. More so, challenges faced are in its difficulty in raising enough funds for its infrastructural development and its shortage in water supply to urban areas good safer cooking.

Whilst some West African economies possess CSR systems in place, Senegal, according to (Meridian Group International, 2006) a country with rich cultures and majorly known to own cotton and peanuts have been unsuccessful in forming its own CSR initiatives that is noticeable within its confinements and globally. As a country classified under the least developed countries, contradictory confirmations on the CSR status of the country is that the mentioned initiative is present (Popp, 2012). Senegal is

like other West African counterparts are known to be lagging in terms of standards provision of health services, education to its poor citizens. Also, the country has been on the struggle in terms of environmental sustainability and little hope for the young generation who are seen to be the future of its tomorrow. CSR in Senegal is of a philanthropic nature considering its current economical, social and political status (Popp, 2012).

However, Liberia despite one of the poorest countries in the West African region and in Africa as a whole possesses a lot of natural resources. It has also engaged itself in CSR projects in the light of human right, poor education, violence against women and racial discrimination and many more. Liberia is under a government aimed at bleeding its economy which has made it difficult to enjoy infrastructural development (Popp, 2012).

Nigeria, known to be one of the oil giants in the world has had its own share of its slow development. That is, where including its agricultural sector has suffered a great deal environmentally caused by activities of Multinational corporations. This proved possible with the help of corrupt governance engaging in act for their selfish gains. A study was carried out in 2011 on the effect of the activities of MNCs on the environmental health. Results conveyed that the contamination took about two-thirds of the land showing that there were CSR initiatives but of little importance considering environmental standards and policies. The federal government has tried to curb these problems but to no avail. Some other problems on CSR initiatives in Nigeria include the inadequate environmental laws and policies in place to ensure effective CSR in place (Popp, 2012).

### *Ethics and CSR in West Africa*

Do as the Romans do, as quoted by (Luthans & Doh, 2009) implies in this context that businesses are expected to carry out their regular activities in reference to the cultural and moral codes surrounding the locality they find themselves. It is one thing for businesses to maximise shareholders' wealth but another to damage organisational reputation in the process due to its questionable code of ethics used to run business. The best means of achieving and ethical CSR (Luthans & Doh, 2009) is to employ locals to be able to impact organisational developments by the moral codes and cultural conducts guarding the society. This will more so, prevent any negligent acts by corporations leading to litigations that will undermine the 'sine qua non' of the company.

Ethics and corporate social responsibility is the newer era in addition to the new era of CSR mentioned at the commencement of this study. The public which mainly constitutes the external stakeholders are now debating on the morality in existing business operations. Ethical corporate social responsibility is not just a topic in the western world but also in the developing countries and in this context, West Africa. Issues ranging from human right as equality in the work place and problems of glass ceiling are now on the table for debate. The increase in unethical business practices stemmed from corruption has slowed or even worse of, stifled economic growth for these economies.

Senegal focuses its energy on expanding its CSR base such that an annual CSR forum is being held. This is to curb problems originating from instances as unethical dealings in the business environment. It is said that even medium sized companies engage in CSR

initiatives which are also beneficial to the employees under this umbrella. Also, some businesses depend on philanthropists so as to cut their ways through unethical projects for selfish benefits (Popp, 2012).

Also, in Ghana and Côte d'Ivoire (Chocosuisse, 2009), the prevention of cocoa produce under socially irresponsible conditions like child labour and insufficient wages paid to farmers is under watchful eyes. The farmers are paid wages just to sustain life but not sufficient enough to fund their children's education. Instead youngsters are forced to work informal jobs for survival. Initiatives have been embarked upon to ensure that farmers are taken care of with regards to increased wages and that their offspring's education is taken care of. Lastly, socially irresponsible cropping is forbidden and any act of this nature noticed will be dealt with immediately.

In factual sense, CSR in Africa has is aimed at achieving social, economical, political and infrastructural development in these economies. Hence, he construct on CSR ranging from what has been repeatedly mention earlier are in the form of health, education, labour welfare, human rights and so on. CSR in West African situated countries like Nigeria, considered as the African giant with its popular status continentally and globally is also questionable in terms of ethics. With her main natural resource which is oil—considered as a curse most times—Nigeria experiences environmental degradation facilitated by the extraction by MNCs such as shell. Shell Corporation claims to have contributed to infrastructural development in Nigeria due to their CSR. However, it is believed that the CSR practices are majorly in the packaged arena mainly to compensate for the negative effects caused by over extraction and pollution of the environment. This is done by provision of pipe borne water, hospitals and schools (Amaeshi *at al.*, 2006).

#### *Existing CSR and infrastructural developments in West Africa*

In Ghana, a scheme in relation to the provision of sanitised drinking water to rural and small towns was initiated and so far as at 2009, about 60% out of the intended 66% has been achieved. This was done by drilling 670 boreholes and hand dug wells leading to the rural villages and small towns under the umbrellas of the water corporations. Additionally, in the bid to enhance on its infrastructural development, part of the monies from the new oil has been invested for this purpose making Ghana's rate of development to be of one on a different level. This hence, calls for transparency in its governance (Popp, 2012).

The above mentioned are some of the efforts by its local government. Others include; attraction of FDIs. CSR initiatives has attracted foreign direct investment by the German Development Cooperation (GDC) which solely aims to improve the agricultural conditions in the country where the country can be self-sufficient without having to depend almost entirely on imports. Furthermore, the GDC aims to provide funds which will facilitate improvements and development of micro, small and medium enterprises. Also amongst the infrastructural developments in Ghana is by the Japan International Cooperation Agency (JICA) which has added in various sectors ranging from health, education, private sector development, governance and rural areas developments. Awareness about CSR initiatives has been acted on such that institutions such as the Ghana Business Scholl has included in its curricula, CSR modules at undergraduate and



postgraduate level so that students understand the composition of CSR and put it to practice in the future (Popp, 2012).

The political and economical instability in Liberia has led to its poor infrastructural development. However, all hope is not lost as there has been aid provided by international bodies and its government. Development agencies such as OXFAM Liberia, has ensured a peaceful livelihood, gender equality, and sanitation in the country. Additionally, CARE international has also intervened in assisting the young citizens find jobs for life sustenance purpose in mainly West African region. International Labour Organization (ILO) has initiated the construction of secondary roads in Liberia. All these are some of the developments as a result of CSR initiatives by these development agencies (Popp, 2012).

It is also worthy to also note that, the Liberian government has signed agreements with MNCS such as Liberia Bank of Development and Investment (LBDI) and Monrovia breweries vis-à-vis aiding with its infrastructural development scheme. It hopes to achieve this with the combined efforts by these corporations in taking on their differing CSR projects.

The development progress in the Nigerian economy has not affected, in positive sense, other sector due to several factors. However, with the existing social responsibilities across the nations little infrastructural development has been achieved. Development agencies, government and multinational corporations have also contributed on the infrastructural development in Nigeria. The cooperation between Nigeria and other governments has brought about major development such as transparency in the public sector in relation to the free and fair election (United States), law reform and girl education (Britain) and renewable energy (Germany). Besides, MNCs such as MTN, Nigerian breweries, OANDO, have linked their CSR project with their strategies to impact the local development and also maximise their wealth and that of shareholder's. These corporations have also linked with development agencies like WHO, UNAID, IMF to curb problems such as health, education, corruption by increased transparency, environmental sustainability and so on (Popp, 2012).

Also amongst infrastructural developments in West Africa include mainly the socio-cultural development which is common amongst least to less developing economies. The awareness of CSR in its developed state that is carried out in the western economies is still far from reach in Senegal. Organizations still separate their CSR initiatives as a separate activity instead of linking with their strategies and future plans. Though there have been continued efforts in ensuring that CSR is not just for a charity cause, there are still huge gaps to be bridged between what is being practiced and what is expected regarding other infrastructural development in Senegal. Multinational corporations simply make at avail, a lump sum as its CSR and as charity without any provision for further initiatives (Popp, 2012).

It seems also that CSR in West African economies are a reason to buy more time for international corporations to exploit as much as they can before they finally cease operations. The reason being is that not much is done on adding to the already existing infrastructural development. It has been explained in details by (Popp, 2012) about the

contributions made by foreign and local government, development agencies and multinational corporations. Still, the level of infrastructural development has been stagnated since the introduction CSR to these countries.

### *A look into other CSR initiatives for future infrastructural developments*

Presently, the Nigerian economy is seen to be on a growing level but with no effects on other sectors of the economy (Popp, 2012), this is as a result of shortages or deficiencies present in the other sectors. Some include, the in balance of income earned in relation to the low, medium and high leading to poverty amongst citizens. Inadequate funding made by government in curbing socio-cultural debacles such as education and health care. Additionally, the failure to impose environmental laws and policies on foreign businesses who exploit natural resources for business profit is still in debate. Agriculture which is a major contributor to its self-sustenance rate compared to what is being exported has not been tapped for decades.

As mentioned severally, CSR initiatives in developing nations and particularly African countries that are still struggling to move to the developing arena of nations are given the philanthropic treatment as a way of giving back to their economies. This should be under scrutiny by its local regulatory bodies especially on environmental sustainability where in MNCs or MNIs who exploit should genuinely amongst the new CSR initiatives give back in the same payment as to their value of exploitation. Exploitation might be difficult to measure in numbers but non-financial measures will suffice.

By merely picking from points aforesaid, there are no plans for a wider CSR spectrum in West African region. Notwithstanding, there is still room for plans having it in mind that CSR in its wider sense is more beneficial than being on-sided. The new design of CSR could refer to the western design which presently, seems to be on a higher level unreachable by the one-sided version adopted in the developing world. Despite these shortcomings, there is still hope that the developing world will lead in the nearest future as predicted.

### **Methodology**

The study in its theoretical outline aims to ascertain some infrastructural developments in West African economies as a result of CSR initiatives in these economies. Secondary sources from books, journals and online internet sources by experts in this area were collected and gathered to produce an author's view and understanding on the area of concern.

### **Analysis and interpretation**

West African economies depend on their government, FDIs and foreign aids for their economic development. This is due to the stifled growth experienced by these countries individually. CSR is one method which the above mentioned groups can impact on the infrastructural development of West African nations. The struggle experienced is the lack of structured CSR in West African economies. The existing CSR initiatives are one-sided and usually philanthropic in nature which again, is the architect of delayed developments

The reasons for delayed infrastructural development are similar but different in some aspects. Generally speaking, education, human rights, unemployment, environmental degradation and health problems are common in the West African countries mentioned in this study. Others might include lack of transparency in governance, corruption at its highest and political instability, to mention a few. On this note, there have been debates on the need for MNCs, government agencies and development agencies to practice what is termed as 'Ethical Social Responsibility'.

Ethical social responsibility entails giving back to the society without having to compromise moral and ethical standards. In order to achieve this, it is best for local and foreign aids and bodies to make use of local skills that are familiar with the local culture and moral in carrying out their activities to avoid negligent behaviours. Ethical social responsibility's awareness in West African is still not sufficient enough to impact its infrastructural development. Besides, local problems such as the failure of imposition by local regulatory authorities on the foreign and local businesses, agencies have led to corrupt practices leading to loss of lives and properties. Ethical social responsibility also considers labour welfare, human right, and so on.

Taking note of the problems associated with CSR and infrastructural development in West Africa, there are still a number of initiatives MNCs and development agencies carry with the intention of making the continent and then the world a better place. Some including the German development agency in Ghana is aiding to improve small and medium enterprises and also see to it that agricultural development is achieved. Multinational corporations such as Monrovia Breweries and OANDO PLC have contributed to the existing growth in their countries of operations. All these have resulted to infrastructural developments such as increased transparency, education for the poor, improved health status by provision of clean water and NHIS provision and job creation.

Albeit all of the above mentioned developments, there is still room for improvements with a wider spectrum comprising of ethical CSR by not only MNCs, but also local and foreign governments, development agencies and individual philanthropists. This will provide a double-sided ethical CSR initiative that will not only contribute to infrastructural developments but also to wealth maximisation for profit entities.

### **Summary and conclusion**

Infrastructural development is the main reason for the advent of CSR in organisation having in mind that with other steps taken, there will be no limit to their success. CSR should not be far from organizational strategies due to the synergy effects it brings on the parties involved. Hence, infrastructural development in transforming economies should not be achieved by only using altruistic moves. Rather, it should be two-sided considering the existing development condition in these regions.

However, with its genuine adoption in West African economies, the added value could be exploding leading to a more-than-expected infrastructural growth and development therein. It is not safe not to solely consider the nature and kind of CSR implemented but also if such is considered ethical by the majority, hence and ethical social responsibility. CSR in West African region is at its present state, still has room for improvement in relation

to a view of the wider perspective in order to achieve infrastructural development and growth. This can be achieved by revision of existing implementation policies, monitoring and control together with feedback for increased transparency.

In looking at the future, this study in its theoretical nature leaves room for debate on issues covered. Conversely, empirical research can be carried out to provide a clearer and more confirmative proof as to the varying infrastructural developments brought about in West African economies with an ethical CSR in place.

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