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Multinationals and Coperate Social Responsibility in Africa: The Case of Areva Group in Niger

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ABSTRACT: This paper tackles the issues related to practices of multinational Firms in Africa. The paper shows that when the CSR of multinationals Initiative want to enter in the concept of social and Economic development they can tend to be poor in terms of environment requirements, social and economic achievements. The case of the Areva group in Niger is presented to shed light on the breach between CSR strategies and the local government in which they evolve. Therefore,Multinational companies are challenged to struggle and internalize negative externalities within their activities as well as participating in economic and social initiatives which will benefit and improve the overall quality of the society. In other Instances when there's high conflict between multinationals and stakeholders'tight regulations can be initiated such as standard of environment, Punishment measures and so on this can in turn prove as effective action to develop Social Responsibility among multinationals.

KEY WORDS: CSR, Multinationals, Niger, Areva, Stake holders

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I. INTRODUCTION

In the management of firms, Corporate Social Responsibility (CSR) is the materialization of the concept of sustainable development. It translates to the commitment voluntary enterprise to consider society expectations of stakeholders (employees, civil society, NGOs, local communities, local populations, etc.) enrolling in the three-dimensional approach to development (economic, social and the environment). CSR provides a collective response to the problems of coordination between the economy and society in a context of market deregulation. Indeed, it is from the United Nations Global Compact that the concept of CSR becomes popular. This initiative invites companies to adopt support and apply in their sphere of influence a set of values in the areas of human rights, labor standards and the environment, and fight against poverty. These companies need to become aware of social issues and environmental issues related to their activities, and thus to redefine the social and moral contract between the world of business and society. Nevertheless, it must be emphasized that this corporate commitment is no stranger to the pressure increasingly exerted by thecivil society on the harmful behavior of companies.

The concept of CSR leaves room for interpretations and adaptations that sometimes lead to conflicts between companies and stakeholders. The experience of the French nuclear group, which has been mining uranium in Niger for 40 years, provides keys to understanding the complexity of representations of corporate social responsibility in Africa. As a first step, this paper highlights in a general way the issues and ambiguities in building a model of CSR in Africa. It shows the gap between CSR and local realities, through the case of the French nuclear group AREVA. By replacing AREVA's CSR strategy in the extremely precarious socio-economic context of Niger, the paper shows that the discourse boasting AREVA's socially responsible commitment contrasts all the same with the precarious living conditions, the level of violence and inequality in localities where mining is unfolding. From this point of view, AREVA's societal commitment seems more like a greenwashing policy than a socially responsible industrial policy. Finally, in a fourth step, given the absence of regulatory devices framing the CSR policy at the African level, the paper proposes a public regulation of companies'societal actionsto better considera key concern of stakeholders.

II. LITERATURE REVIEW

Since the publication of the report of the World Commission on the Environment and development in 1987, entitled Our Common Future, the concept of development sustainable growth is growing. Becoming quickly polysemic, it serves as backdrop to the analysis of environmental issues, the discourse of the institution's international financial institutions, and to companies that claim socially responsible sustainable. If environmental considerations and their link with the economic and the social are now internalized in the reflections, it remains that the operationalization of this tripolar concept of sustainable development proves complex in reality. In Africa, the construction of the CSR model has been in relation to the environmental and social vision of development. Since the majority of these countries are facing poverty (low level of education and health coverage, weak infrastructure and living conditions, strong pressures on natural resources, etc.), CSR could contribute to meeting the societal and environmental challenges of development. In final, the question for African countries is how to ensure growth sustainable economic development that is both respectful of the environment and social.

This question is reminiscent of the stormy discussions between the North and South summits of Johannesburg (1987) and Rio (1992). On the one hand, the North demands the South to make efforts to limit the massive removal of natural resources. On the other side, the South rises against the exploitation of its resources by multinationals Western countries, leaving local populations to bear the social and environmental costs.(Gendron et al., 2011).

Developing countries cannot ensure sustainable development since paradoxically while increasing the degradation of environment, the exploitation of natural resources does not help to fight against poverty. This verdict renews the debate on the weak or strong sustainability of development. In one scenario of low sustainability, "social goals can offset by a good environmental performance which itself can give way to excellent economic results "(Gendron, 2000). Conversely, supporters of strong sustainability pose the environment as an unavoidable condition and not negotiable. They advocate the maintenance of a constant stock of natural capital, and reject the idea increased industrial activity as a means of solving the problem of poverty.But it is the social component of sustainable development that is of particular interest to actors in Africa. The social sustainability of development favors the fight against poverty or the end of social exclusion, unemployment and inequality (Murdoch, 2012). The idea of taking the social dimension into account in development thinking stems from the negative experience of the structural adjustment policies of the 1980s. These policies have often been to the detriment of the living conditions of certain categories of population, thus upsetting the social equilibrium (Ballet et al., 2011) and having consequences harmful to nutrition, health and education of the people. Faced with this failure, some advocate an adjustment with a human face in order to limit the social consequences structural adjustment programs (Cornia et al., 1987). Bourguignon et al. (1991) insist on considering the negative social externalities of these programs.

The terms "Socially sustainable development" raise the question of the responsibility ofactors of development (Ballet et al., 2005, Dubois, 2009). Socially sustainable developmentputs focus on reducing poverty and inequality, allowing access to basic social services (education, health, drinking water, etc.) and the vulnerability of populations to risks.

In African countries, it is the social dimension of development that Companies are expected to consider in their CSR social externalities by internalizing social costs. So, the actors of a territory or of a community can challenge the justification of a project-enterprise when it does not introduce social costs into its implementation process. Without neglecting the limits of the environment in maintaining productive activities, the approach social development promotes the concepts of collective participation, change social, ethical and local communities (Gendron and Turcotte, 2011). Thus, companies who want to create sustainable values have to invest in improving living conditions of the communities in which their activities are carried out. Therefore, they must play a positive role in addressing the problems of human rights violations, poverty, malnutrition or disease.

III. METHODOLOGY

In this paper, I use a theoretical approach to analyze the CSR standards for Multinationals in Africa. The case of the Areva group in Niger is presented to shed light on the breach between CSR strategies and the local government in which they evolve.To do so, Iusedata from the Niger Institute of Statistics and from the CSR reports of Areva group to show that the rise in mining revenue of a country does not necessarily lead to Human development. I also make conclusive suggestions on how multinationals can thrive as well as well as improving social and economic well-beingin Africa.

CSR in the African context

The emergence of the concept of CSR in Africa is essentially the responsibility of subsidiaries of the multinationals operating there. They want to make sure that their activities respect international standards and the rights of local communities. So, they intend to list their CSR actions in a context of promoting social development (health, education, human rights, etc.) and be responsible for combating poverty and contribution to the development of their area of exploitation. However, the ambiguities observed sometimes handicap the valorization of CSR practices and question their credibility. Without questioning the efforts made, the social commitment of some multinationals in Africa would be "the tree that hides the forest".

CSR policy in Africa remains disconnected from the fundamental questions related to compliance with standards that fight against corruption, labor law and social dialogue inclusive. The practice in terms of CSR responds more to logics of sharing and rent distribution only to an effective desire to correct development trajectories. In other words, as long as CSR does not consider the communities, it would not be in favor of the development of the neighboring populations. CSR is too often reduced to bear the collateral damage caused by productive activities of multinationals.

The implementation of CSR: between stammering and ambiguity

If we witness in the West an explosion of "CSR approaches", the implementation of CSRis still in its infancy in Africa. Some recent initiatives bear witness tothe emergence of a CSR policy. For example, the Africa CSR Institute organizes, annuallysince 2011, an international forum of pioneers of corporate social responsibilityin Africa. In Africa, the West African Economic and Monetary Union,through its quality program, works to promote greater standardizationpractices in business. Finally, the Johannesburg DeclarationSustainable Development calls for the responsibility and the duty of the private sector toworking towards changing communities and societies towards greater equity and sustainability. But concretely, the development ofpositions dedicated to CSR in companies remains marginal. CSR is essentiallyused by some multinationals working in the field, eager to heal their images often damaged by the accusations of civil society by initiating actions that promote the development of the populations of their implantation areas. These actions that are not strictly related to their economic activity range from the sorting of waste in the premises to the payment of a salary higher than the legal minimum, or through the provision of social services (care, education, income-generating activities, etc.) and participation in community budgets. However, in view of the reality on the ground, it may be legitimate to ask if the commitment of companies to become socially responsible is sincere. Some oil companies in Nigeria (Shell in the lead) have left a situation of violence and identity tensions by merely managing, on a piecemeal basis, problems and demands of the communities. Companies that engage in a policy of social responsibility are those which are usually questioned by national and international organizations denounce their weak societal commitments. Basically, they accuse them to play a double game and ignore the real concerns in terms of protection of environment, pollution, and indigenous peoples' rights. It also happens that, faced with this observation, multinationals find the trick of creating partnerships with these same environmental and social organizations. In exchange of funding, the latter value the joint projects to the detriment of the population

The accusations against the multinationals concern their fashion as well their economic strategy. For example, while Total makes 90% of its profits outside France, it devotes a negligible part of its profits to research and training in African countries (Renouard, 2008). The essential questions concerning the preservation of the environment (reduction of greenhouse gases, rehabilitation of sites measures, pollution control, etc.), good governance (fight against corruption, reduction of wage gaps, etc.), working conditions (hygiene, health, safety, etc.), human rights (refusal of child labor, forced labor, non-discrimination), relationships with subcontractors, local communities and other stakeholders are little discussed in CSR policies. Worse, the treatment of some workers of these multinationals is execrable. The CSR policy of multinationals in Africa is therefore ambiguous. The first ambiguity would be sustainable development, essentially a concept of communication, such as evidenced by the organization chart of some companies through which the same direction is responsible for communication and sustainable development. The second concerns the gap between the declarative of companies and the possibilities or willingness to implement the appropriate programs, for example, the health and AIDS policies in Africa announced and vaults at Total's head office in France are struggling to be implemented in the field. Finally, the third ambiguity concerns the fragmentation of the themes number of multinationals, environmental issues are mentioned on the one hand, measures related to health and governance, as well as the societal activities on the other. There are certainly interesting cases of partnership between NGOs and multinationals based in Africa. The case of Total, in partnership with the NGO Pro-Nature in the Niger Delta, can be indicative of a commitment to participatory local development. In confident part of its societal activities to this NGO, the company offers the possibility to populations of offshore oil producing areas to become actresses of their own development. But in many cases, these partnerships can also be ambiguous: they increase the risks that the company gives credibility to its image through its adhesion to the financing of activities of collective interests, without a rigorous control performed in respect of the commitments made.

Overall, CSR policies in Africa are proving to be two-weight strategies. Certainly, we can see there a will towards an improvement of the quality of thesocial climate, but the internal contradictions suggest that these strategies do notreally fitin a socially sustainable development. The case of the AREVA groupwhich will further demonstrates some more ambiguous social relations betweenmultinationals and stakeholders.

Mining Resources and Development: The Paradox of abundance in Niger

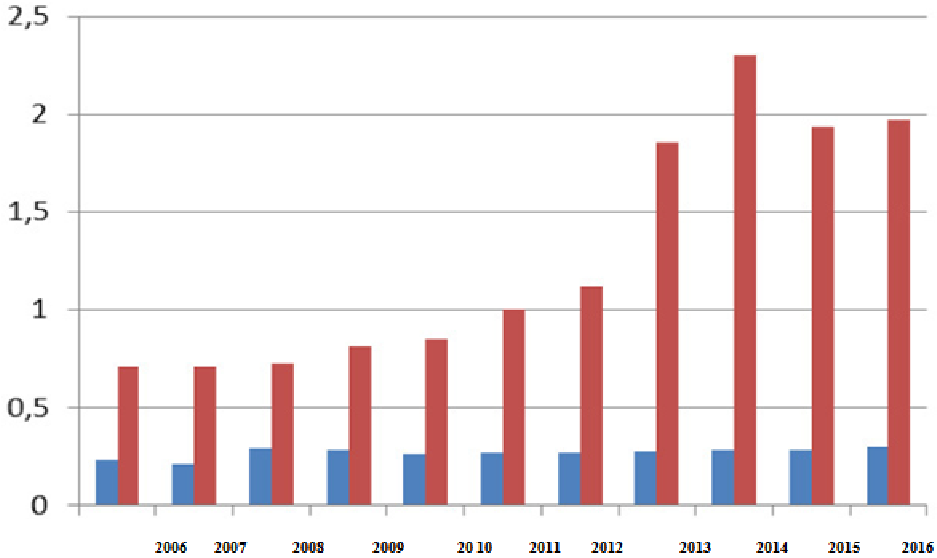
AREVA's societal commitment in Niger comes in a context where the role of the sector mining in development and the fight against poverty is squarely questioned. Important scientific work has shown that countries rich in natural resources generally have a very low level of development (Resource Curse). Indeed, abundance and / or dependence on natural resources have anegative effect on a country's growth and development (Atkinson and Hamilton, 2003; Gylfason, 2001; Sachs and Warner, 2001). The exploitation of natural resources would be annoying by forgetting the benefits attached to diversification, innovation or entrepreneurship. In Niger, not only does the exploitation of mineral resources does not genuinely allowed to significantly improve living conditions; but has, on the contrary, accentuated the problems of armed conflict in the areas of exploitation.

Indicators of socio-economic development extremely low

Niger is one of the richest African countries in mineral resources. Uranium, the country's most important mineral resource, is operated by two of Areva's nuclear power plant. In 2010, Areva obtained the exploitation rights of the Imouraren deposit (1.3 billion euros of planned investment), including reserves amount to 200 000 tonnes for an estimated average annual production between 5000 and 6000 tons. With the exploitation of this deposit (the largest in Africa) planned in 2015, Niger will be the world's second largest producer of uranium. If uranium remains strategic for AREVA's integrated business model, which goes from fuel at the nuclear power plant, it does not offer the possibility of an economic take-off in Niger. As we know, the abundance of resources is not a sufficient condition to turn a country into a flourishing economy. Empirical studies do not establish a linear link between natural resources and economic development. Most of the time, it is a negative correlation between abundance of resources and economic growth that is put forward. In Niger, apart from the short period 1975-1980 considered as the boom of uranium, the exploitation of uranium did not have a significant impact on the national economy. Until 2011, tax revenues from mining have remained modest, ranging from 5% to 6% of the total State budgetary resources; which accounts for less than 1% of national GDP. Yet uranium represents about 63.5% total exports of the country (National Institute of Statistics, 2010). Our estimates, at from national statistics, show that the mining sector in Niger contributes only marginally to economic growth, on the order of 0.3% on average per year between and 2010. Thus, the mining sector is an economic enclave with no effective link to the rest of the national economy, offering few alternatives and hopes for development.

At the local level, very few skilled jobs were offered by the group to individuals from the region; few contracts were also made with local subcontractors. On the other hand, relations of haggling and clientelism seem to be developing with some heads of tribes and local authorities who play the compromises with AREVA.

Figure 1. Evolution of the Human Development Index (HDI) and Mining in the Budget of the State in Niger.



***Source**:* Niger National Institute of Statistics

Natural wealth also contrasts with the level of human development of Niger, one of the lowest in the world. Indeed, for more than 10 years, the reports UNDP ranks country almost in last place in terms of index of human development. The data above shows that the values of the index of human development do not follow the rise in mining revenues (uranium and gold) in the state budget. This means that the increase in mining revenues has not served to improve the well-being of Nigeriens. In other words, although it is obvious to establish a more direct link between the mining performance and the country's poor place in terms of HDI, we can still say that mineral resources have not been specifically geared towards human development and poverty reduction, which confirms the relationship described above.

Mining, conflicts and bad governance

Natural resources today provide little hope for many people in developing countries that hold them. Empirical studies admit that abundance and / or dependence on natural resources have a rather negative effect on the growth and development of a country. This situation, described as a "curse of natural resources ", causes dysfunctions in the fields of the economy, of governance and sometimes leads to a country in armed conflict. In Niger, the ingredients of this "resource curse" seem to be coming together: polarization of exports mines and the inability of the state to convert the mining rent for the purpose of economic and social development. Indeed, long monopolized by the central power Niger, mining rent has accentuated corruption, social inequality, and laxity administrative and fiscal.

If the issues surrounding the control of mining resources serve as an anchor for culture and perpetuation of rebellion, they are also at the center of political tensions and instabilities. Far from benefiting from the mining fallout, local people are paying the price of mining conflict whose collateral damage is enormous. Indeed, the conflict disruptscivil life: displacement of populations fleeing conflict zones, closure of schoolsand health center, dropout of students and teaching and medical staff. It breedsexclusion, frustration and lack of institutions: about 90% of rural households inthe region of Agadez have the feeling of being abandoned by the state. Violence also baffles development projects dedicated to the Agadez regionto other more secure parts of the country, and also limits the mobility of communities'pastoral. It provides a framework for banditry and sometimes fits into networks of powerspolicies related to smugglers of cigarettes, drugs and migrants toNorth Africa and Europe.

Finally, the perpetuation of conflicts cannot be disconnected from bad governancemineral resources. In terms of economic governance, we find thatrevenues from uranium mining have not been geared towardspoverty reduction and sustainable development in local communities.Admittedly, the Mining Act of 2006 ordered the State to transfer 15% of mining revenueslocal communities in the areas of exploitation, but there is no guarantee in fact that thedecentralized communities have actually collected these amounts. Nothing guarantees eithertransferred amounts have been prudently managed, that is, used to combatpoverty, and provide basic social services (education, health, drinking water, roads, etc.).

In the area of political governance, it is important to underline the inadequacy at national level oflegal and regulatory frameworks better adapted to mining activities. The incapacity of the State toimplement good regulations, monitor them and, if necessary, establishcorrective measures, has been detrimental to the exercise of favorable mining governance.well-being of the Nigerien people. In 2010, an advocacy document from the Ministry ofMining and Energy Draws Policy Makers' Attention to Capacity IssuesInstitutional. On the one hand, it highlights difficulties in terms of access to informationconcerning operating companies (AREVA in the lead), and the impossibility of verifyingtheir accuracy. On the other hand, the report highlights the deficit of specialized frameworks forthe development of mining and petroleum policies, the implementation of prospective studies onworld ore prices, and better mining and oil taxation.

AREVA's social responsibility: awareness or "Greenwashing"?

It is in this extremely tense political and social context that the CSR of the group AREVA. This is presented as a tool for economic and social development. The group wants to be a responsible player who is committed to improving its practices and environmental and societal performance (AREVA, 2010). If we can certainly see a progress, the many accusations based on scientific analysis and testimony populations suggest that the group only seeks to restore an image too often degraded.

Integration and sponsorship strategy

In 2012, Niger adopts a new mining code. Thanks to this reform, which makes now an injunction to mining companies to internalize the rules of social sustainability and environmental pressures, and pressure from local organizations and international (CRIIRAD16, SHERPA, GREEPEACE), the AREVA group has adopted a social responsibility policy. It marks its will to lead the mining activities "... in accordance with international standards of safety, health and protection of the environment "(AREVA, 2010). This policy focuses on two strategies:

An integration strategy in the territories which defines the actions to be carried out on average and long term that can contribute to the sustainable social and material progress of local communities;

A sponsorship strategy to finance actions for social groups vulnerable (emergency aid to populations during disasters and hazards) and sports projects and cultural (library funding, gaming center, etc.). Between

2008 and 2014, a fund support for local development of around CFAF 2 billion (€ 3 million) allowed for example to finance various social projects such as education, health, access to drinking water and support for income-generating activities.

Several other actions for socially responsible mining development would also be attributable to the AREVA group. So, in December 2011, the group sets place, in partnership with the NGO SHERPA and Médecins du Monde, an Observatory of the the Agadez region (OSRA). Although not oddly associating civil society Niger and local NGOs, this observatory aims to officially monitor post-professional miners and populations exposed to uranium. Finally, the group signs, on April 19, 2012, a Memorandum of Understanding with the Government of Niger for the creation of Industrial Resources Training Institute (IFRI-Niger), and is a signatory to the Charter of Good Governance of Mineral and Petroleum Resources.

To the art of masking societal concerns and environmental

However, are the societal actions of the group the manifestation of a commitment to the development of territories, or simply a strategy that aims to acquire an image more "sustainable" to legitimize extraction activities? The answer to this question complex imposes three levels of reflection.

First, the interest of a CSR policy in a mining context is its ability to consider social and environmental sustainability concerns. However, actions taken so far by the group do not provide solutions to the many questionsnegative externalities and collateral damage related to mining activities. Around the Imouraren site, theAREVA's exploration activities scare livestock away and make transhumant livestock farmingimpossible.

A damning Greenpeace report sets the scene: "The inhabitants of Arlit and Akokancontinue to live surrounded by poisoned air, contaminated land and polluted water. EachAs the day passes, Nigerians are exposed to radiation, poverty and disease....]. For example, in four water samples collected in the Arlit area out of five,the uranium concentration was above the WHO recommended limit for waterdrinking water. Obviously, the AREVA group deploys intense effortsto criticize what he calls allegations. So, in a report hecounter-attack stating that: "the group leads on all of its locationsan active policy on risk prevention, impact limitation andEnvironmental Protection. The health and safety of AREVA workers, as well asits subcontractors remain among the daily priorities of the group. As such, the objectivesrestrictions it has set itself are respected. These reactions are sometimes at the cost of political interference and environmental and health consequencesand social disasters for local populations.Secondly, the group's social responsibility cannot be readable if the activity ofthe mining industry itself is not sufficiently integrated into the development process.economic. Indeed, in view of the challenges in terms of the expected effects ofthe mining industry on the economic development of the country (transfer of skills,local employment and subcontracting, etc.), the societal actions of the group are extremelyindigent. There is a profound gap between the proactive actions of the group and thedaily reality clearly less attractive. Thus, outside the transport sector whichbenefits from the AREVA Group's request, there is no link between the extraction activitiesand the economic development of the country. However, if we refer to Renouard "the firstcorporate responsibility is economic" This means thatResponsible societal commitment must be able to integrate business activities with the National economy. It is measured, for example, by the inter-industrial links between the group activities and other sectors of the economy. For example, in the case of Niger, these routes may, process raw ore into a semi-finished product, which significantly increases the value added of exportable products.

They alsoconcern the supply by resident companies of the goods and services that AREVA needsfor its intermediate consumption or its investments.Finally, it is important to question the responsibility of the French nuclear groupin terms of preservation of pastoral areas. Is it really possible to reconcile amining with pastoral practices that are the flagship of the local economy? Inother words, is the presence of a mining activity favorable to the development of aneconomy also based on the natural exploitation of natural resources, that is to saypastoralism? No doubt, the mining activities (which cover about 90 000 km2)hamper the mobility of pastoralists and contribute to seriously undermining the dynamics ofpastoral systems. The societal challenge of the AREVA group is to help provide answersto the problems of local pastoralism. Here, the social responsibility of the group should to create the conditions for a cohabitation between a mining industry and an economy pastoral. This is to ensure that mining does not interfere significantly pastor access to resources (water, pasture, etc.). It must also contribute to the promotion of pastoralism by helping to increase the productivity of livestock, in valorizing pastoral products (milk, meat, hides and skins) through processing, and promoting access of pastoral products to national and regional markets. Thus, the fact contribute to the sustainability of pastoral activities induces environmental benefits for the community. This is the valorization of natural areas unfit for others activities other than mining, the preparation of the land to provide new grassland, the natural soil fertilization, facilitating the penetration of water into soils by trampling of animals, etc. In addition, by preserving the pastoral areas, the group will succeed to stabilize societies that live in marginal - sometimes hostile - areas and to favor thus a lasting social peace.

CSR: dare to public regulation

It is clear that the idea of regulating CSR is not a consensus. On the one hand, the of liberal orthodoxy believe that it is not necessary to compel who wants above all voluntarist. On the other hand, some civil society associations and NGOs believe that, in the absence of regulation, CSR practices may not to be part of a logic of sustainable development considering the concerns of environmental and social aspects of the populations. In all likelihood, we cannot leave too many choices for companies in their CSR initiatives, just as it is not necessary to too much to constrain them in their voluntarist actions. There must be a need to find a compromise between voluntarism and regulation.

The mixture of genres between voluntarism and regulation

The absence of binding international standards means that CSR is generally left behind at the discretion of companies. These may decide whether or not to engage in a CSR approach, to respect or not their commitments, and often to hold or not social and environmental relations. In this context, the risk is that companies are likely to create the rules they need themselves. The practice of CSR should then obey a mixture of genres between voluntarism and constraints so that elements such as the right of workers, respect for social standards and environmental issues are considered. Indeed, the inherent socio-economic problems business activities need to develop a set of standards that these are supposed to respect. It must be recognized that multinationals can certainly compensate through CSR, certain limits of public action. But it comes back to the powers of public authorities to have the power and legitimacy to enable better regulation of the economic and social environment. In many areas, social responsibility tends to focus on limited communities only. From this point of view, it is therefore not excluded that in the absence effective means of control and guidance, that the direct voluntary multinationals to the populations either generates perverse effects such as feelingsfrustration, clientelism, blackmail by violence, dependency.

Faced with the risk of an instrumentalization of CSR, some peoplepunitive measures against companies that do not respect their commitments: "The onlytouchstone to the sincerity of leaders would be their adherence to the principle of sanctionsin the event of non-compliance with their commitments. It would then be a "preferencerevealed ", the only one that counts in this matter. Either they accept this type of arrangement andprogress towards an extension of the right to the areas covered by CSR, either they refuse anddemonstrate once again that promises are binding only on those who believe in them.

In other words, government control makes it possible to know how farsocietal commitments are respected and how to ensure that good practices aregeneralize and do not remain deceptive examples masking everyday reality. Only public regulation would make it possible for businesses to compliance with environmental and social standards. Ultimately, CSR and regulation are not necessarily antonyms: "the urgency and the acuity of the problems national and international economic interests, in particular those referring to the protection of the environment, require global solutions that cannot be companies, if responsible, would they like to be.

In addition, initiatives for sustainable development can be effective when they are part of national policies whose effectiveness and reach the local level. In this context, public regulation can help businesses to steer their actions towards a more socially sustainable development. The state, sometimes considered as an institution of coordination of the agents' behavior, could reconcile potentially divergent interests of multinationals and stakeholders. But for this, public authorities should propose more relevant rules and standards and have technical expertise to ensure that companies will not capture, through their lobbying, public regulation for their benefit.

The necessary regulation of AREVA's CSR practices

The AREVA Group's commitment to a socially responsible industry leaves a dividing line with stakeholders (NGOs and civil society). These judges that the societal actions of the group are marked by contradictions. Indeed, human and environmental damage caused by extractive activities undermines societal initiatives of the group. What good is it to contribute to health developmentwithout recognizing the serious health risks posed by a mining. Can building a school or health center compensate the effects of pollution or degradation of the plant cover, which is essential for maintaining pastoral activities in the region.

In Niger, despite the provisions of the 2012 Mining Code and the National Constitution forcing mining companies to take greater responsibility by making it mandatory, for example, the development of an annual waste management plan and an impact study environment, the institutional landscape remains dominated by political arrangements. The AREVA's social responsibility is exercised without effective coercive means and without public authority. AREVA remains both judge and party in the design and implementation of his social model. The Nigerien administration, dependent on financial information provided by the latter, has no way of verifying the effectiveness of the funds allocated to such or another social project. In the field, work local organizations (civil society and NGOs) are complex. These are missing information and training to objectively assess the commitments societal group.

Given the complexity of political, environmental and social issues in areas in which the AREVA group operates, taking these standards into account constitutes an objective consubstantial with the exercise of the responsibility of the company. The state must ensure that the societal actions of multinationals promote the development of riverside communities. For this, he must have technical expertise and a real desire to evaluate their contribution to economic development (economic responsibility) and social responsibility of the country. The reconciliation of ethical judgment and logic is necessary to gain legitimacy that makes the activity sustainable extractive. It is for AREVA to form a contract with the company allowing to act in a responsible way towards the latter, under penalty of seeing the national legislation evolve more restrictively.

IV. CONCLUSION

This article highlights the issues and ambiguities of CSR in the African context. On the one hand, this paper highlights the importance of linking CSR to development in sub-Saharan Africa, and shows that the contingent dimension of CSR deserves to be developed beyond the usual contingency aspects in management and in a more global perspective. On the other hand, drawing inspiration from the case of the mining industry, it turns out if the social responsibility of the multinationals seems to be integrated into a process of sustainable development, its implementation in the field remains problematic as it questions and renews the opposition between the company and the stakeholders (NGOs, civil society, local populations, state).

In the particular case of the AREVA group, the complexity of the local context and the interests potentially contradictory should lead the group to register its CSR practices towards considering both the concerns of employees and the local community and the constraints of environmentally friendly mining production and rights indigenous peoples. In addition, the AREVA group's CSR cannot be disconnected political issues (armed insecurity in the region where AREVA operates), ecological (preservation of vegetation cover, pollution and contamination of groundwater) and social (population compensation measures, respect for human rights and support for activities grazing).

This means that corporate social responsibility cannot be based solely on volunteering of business leaders. The idea that states are no longer totally illegitimate as regulators, including in the field of CSR seems to have a favorable echo. CSR should be based on policy-defined regulation public and implemented by public regulatory bodies. Basically, the mining sector is not in itself capable of generating long-term sustainable development term if effective government policies are not introduced. In a context of social dumping and media propaganda multinationals, public regulation will make it possible to include societal actions in the framework of the processes of combating poverty and promoting social well-being and environmental.

Stakeholder participation (public authorities, civil society and NGOs, stakeholders in development) to multinational companies' projects will make it possible to assess the criteria minimizing the fair contribution of companies to the sustainable development of areas where these operate. So, the CSR policy in sub-Saharan Africa should lay the foundations a public-private partnership for sustainable development, including more specifically state, business, social partners and local communities. Finally, African countries also have a social and environmental responsibility to bear

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