

Multinational Oil Industry Corporate Social Responsibility for Sustainable Stakeholders Management in Nigeria: The Case of Total Exploration & Production Nigeria Limited (TEPNG)

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Abstract: Multinational oil and gas production industries in Nigeria have the mandate to produce hydrocarbons. There is usually an Agreement that exists between Multinationals and Federal Government of Nigeria known as Joint Venture Agreement (JVA) or Joint Operating Agreement (JOA). Shell Petroleum Development Company, Total Exploration and Production Company and Nigerian Agip Oil Company are three majors of Multinational Oil and Gas companies in Nigeria. These Multinational Oil and Gas industries expect safe environment (social and ecological) to operate optimally. Total Exploration and Production Nigeria Limited (TEPNG) introduced MoU as strategic leadership relationship model for host communities to accept and provide her with safe operating environment. It delivers this strategy of Memorandum of Understanding (MoU) through community projects delivery where impactful enumerated projects would be nominated by stakeholders who also promised Freedom to operate (FTO) in the MoU and or addition to TEPNG Corporate Social Responsibility (CSR) programmes. Objectives of research were to evaluate Acceptability and Functionality of company's CSR and ability of TEPNG to provide safe operating environment as FTO as promised. TEPNG maintained leadership in corporate social responsibility among other Multinational competitors. MoU and CSR define Industries stakeholders' management style in Nigeria. Research studied water projects delivery and maintenance in 16 producing communities. Purposive and random samplings were used to select 210 respondents. Questionnaire, Interviews, Personal observations and photography were data collection methods. Descriptive statistics were used for analysis. Results presented in percentages, charts and pictures. Likert scale was used to quantify degree of Sustainability.

Results revealed TEPNG delivered water projects as enshrined in Mou. Awareness and Acceptability of projects that recorded 99% and 86% respectively were demonstrated as key elements of sustainability. Stakeholders (Host communities) of Multinational Oil industry did not meet their obligations as agreed in the MoU. Prevailing scenario created fights and militancy among cult groups. Payment for most CSR activities completed without delivery of projects as projects were to be delivered by host communities' vendors. This situation threatened CSR projects Sustainability and therefore calls for management strategic review of the model to avoid industry reputation constantly going down. Concluded that TEPNG CSR could not deliver Freedom to Operate as declared by 60% of the respondents. Recommended that TEPNG should educate stakeholders through regular planned engagements like Open fora and town-hall meetings. CSR projects' maintenance should be left for community youths and Periodic evaluation should be institutionalized to enhance Sustainability of Community development projects including agriculture. The study exposed that SUSTAINABILITY is driven by PEOPLE to achieve ENVIRONMENTAL and ECONOMIC benefits and should be given priority position in the sustainability equation.

Keywords: Community Development Projects, Corporate Social Responsibility, Freedom to Operate, Memorandum of Understanding, Sustainability.

Introduction

Nigerian economy is majorly dependent on Oil and Gas export that attract foreign exchange to the magnitude of boosting economic development. Technologies that are associated with exploration and production of hydrocarbons are western and are controlled by forces of demand and supply at the International scene. To this extent until recently, there are the “big majors” in the industry that determine production potentials and by implication, foreign exchange earnings of Nigeria. These big majors are mostly, The Shell Petroleum Development Company, Total Exploration and Production, Nigerian Agip Oil Company and Chevron Nigeria Limited. These Multinational Oil and Gas industries are termed competitors even in the face of Joint Operating Agreement (JOA) with the Federal government of Nigeria in the ratio of 60:40.

To be on top of the competition, each of the big majors usually develops strategies to ensure Freedom to Operate (FTO) in order to meet its allotted production output. A critical success factor (CSF) in the oil and gas production environment in Nigeria is the primary stakeholders, the host communities. The Niger Delta region of Nigeria, the hub of oil and gas production had been volatile due to accusations of marginalization, neglect and environmental pollutions. The Ogoni episode heightened the volatility to the extent of constant militarization of the region to ensure undisrupted production. Various strategies were considered by the operating partners as a model of cementing cordial relationships with the host communities. The Niger Delta Development Commission (NDDC) became an option but still adjudged as not meeting the demands of the host communities towards FTO. Thus, the majors started approaching the host community's structures towards re-establishing cordial relationships. A strategy that was almost common to the partners was the Memorandum of Understanding (MoU) and Corporate Social Responsibility (CSR). Memorandum of Understanding and Corporate Social Responsibilities therefore define Multinational Oil and Gas industries stakeholders' management style in Nigeria. The former operates on documented framework with responsibilities of each parties marshaled out while the latter is voluntary and at the discretion of the operators. The Shell Petroleum Development Company clusters her host communities under this arrangement and tag them Global Memorandum of Understanding (GMOU). In the MoU arrangement, infrastructural projects amongst others will be identified for implementation towards improving the standard of living of the rural populace in the oil and gas production host communities. Memorandum of Understanding (MoU) and Corporate Social Responsibilities (CSR) strategically define Multinational Oil and Gas industries stakeholders' management style in Nigeria. The former operates on documented framework with responsibilities specified by for each party while the latter is voluntary at the discretion of the operators.

Execution of 16No portable water projects in Egi communities of TEPNG represents the MoU agreed projects that were implemented at the following host communities; Obagi, Obukegi / Ibewa / Akabta, Obigbor, Ede, Ogbogu, Erema, Obite, Akabuka, Oboburu, Ohali-Elu, Amah, Egita, Obiozimini, Idu, Itu – Ogba and Obiyebe. To ensure continued Functionality (an index of SUSTAINABILITY) of these projects, TEPNG decided to complement the project with a CSR maintenance project where contractors were assigned to these projects and stipulated amount paid according to contract terms. TEPNG had spent good amount of her budget in accomplishing the CSR maintenance project yet portable water supply had been erratic if not absent in some communities. The need for infrastructure for the Niger Deltans had been emphasized in Afinotan and Ojakorotu (2009), where he noted that most Niger Delta communities lack basic infrastructure especially roads, jetties, potable water and health care facilities. This lack was also as a result of irresponsible government who usually blame the private sector that provides basic amenities for the rural areas. Schouten and Moriarty (2003) remarked that improved health, saving women's time and energy is frequently one of the main economic justifications given for investment in rural water supply. When evaluating the Foreign Investment Advisory Service (FIAS), a joint facility of the World Bank and the International Finance Corporation (IFC), found that governments and foreign investors alike were concerned and frustrated about difficulties in successfully implementing private infrastructure projects. Governments were trying to attract these new types of investment without having established appropriate policy framework. Therefore, there were no institutional structures to resolve impediments effectively and provide clear guidelines for the award of such projects. Effectiveness of such infrastructural projects became a concern with regard to sustainability. Emeseh (2009) looked at effectiveness as a means of producing a striking result or being successful especially in producing a strong or favourable impression on people. In line with this definition, Effectiveness of TEPNG CSR projects/ programmes was considered in this report as the ability of the projects / programmes to meeting its original objectives. This means that effectiveness is indeed a prelude to sustainability which must embrace the four indices as identified in Ogueri, Nwachukwu and Unamma (2010) that quantified sustainability based on Acceptability, Functionality, Operability and Durability (AFOD) of the rural development programmes. To demonstrate that Niger Delta, Nigeria is not alone in this phenomenon. Obi (2010) remarked that in the 1990s, a number of countries in

Latin America including Argentina, Bolivia and Chile, developed policies focused on utility sector liberalization through increased private sector participation. This focus resulted from the recognition that overall quality and availability of services were inadequate. Infrastructure reform was inexorably linked to poverty alleviation and therefore must be carefully constructed and enacted especially in developing countries (Ogueri and Nandi, 2010, Madubuko, 2014, Bischoff, 2010 and Agwu 2013)

It does appear that there was no value for money on the water projects maintenance contracts of TEPNG. Therefore, the objectives of this research were to evaluate the Acceptability and Functionality (indices of Sustainability) of TEPNG Water projects maintenance as her Corporate Social Responsibility (CSR) and its ability to provide the desired Freedom to Operate (FTO) from vulnerable primary stakeholders, especially the Youths of the host communities. To complement the objectives above, few research questions readily came to mind. These include; Where there fixed deliverables to measure accomplishment of TEPNG CSR projects / programmes, How were the beneficiaries of the CSR contracts selected, Were the CSR projects and strategies of TEPNG originally designed to be SUSTAINABLE, Freedom to Operate in the Oil and Gas environment are always guaranteed by the youths, how were the youths built into the equation of TEPNG CSR to guarantee Freedom to Operate? This study is therefore designed to provide answers to the objectives and some (if not all) these research questions enumerated above.

Objectives of The Study

The general objective of the study was to determine the usefulness of Corporate Social Responsibility (CSR) of the Total Exploration and Production Nigeria Limited in line with Freedom to Operate (FTO) especially from the youths of the host communities.

Specifically, the objectives were to;

- Evaluate the Acceptability and Functionality of Water projects and their maintenance by TEPNG as her CSR
- Determine if the CSR project of portable water maintenance contract provided the desired Freedom to Operate (FTO) from vulnerable primary stakeholders (women and youths) of Egi kingdom in the OML 58.

Scope and Limitation

This study was limited to 16No portable water projects maintenance contract. It was also limited in scope to Egi communities of ONELGA in Rivers State Nigeria which play host to main TEPNG Oil and Gas facilities in Nigeria especially the Obite gas plant and Obagi flow station and base.

Methodology

With regard to research methodology, purposive sampling was used to identify host operational communities that hosts most of TEPNG oil and gas facilities in the OML 58 region of Nigeria. Purposively also, the list showing locations of these portable water facilities were provided by TEPNG Community Affairs and Development and they were as follows;

1. Obagi
2. Obukegi / Ibewa / Akabta
3. Obigbor
4. Ede
5. Ogbogu
6. Erema
7. Obite
8. Akabuka
9. Oboburu
10. Ohali-Elu
11. Amah
12. Egita
13. Obiozimini
14. Idu
15. Itu – Ogba
16. Obiyebe

The host Egi communities had already been stratification into major community-based organizations namely, Chiefs / Elders, Women and Youths. To authenticate results from beneficiaries of TEPNG CSR projects,

maintenance contractor staff that was responsible for the maintenance of the facilities were included in the sample selection. This was as a result of the fact that this category of respondents play very key role towards ensuring facility functionality towards ensuring availability and sustainability. As stated earlier and most importantly, TEPNG expends huge budget in this regard, hence un-interrupted delivery of portable water is expected.

Data Collection

Based on the community structure, community-based organizations and utility of portable water especially for domestic purposes, data for the study were collected through Questionnaires, Personal Observation, Interviews, photography, Critical incidence analysis, and informants. Thus, a total of 210 respondents were selected and questionnaires issued out which 160 questionnaires were retrieved upon which analysis were based. Table 1 below shows the data collection and sample design upon which 210 respondents were obtained.

Table 1: Data collection matrix to show No of Respondents

Project Type	No	No of Youths to be interviewed per project	No of women to be interviewed per project	No of Chiefs / Elders to be interviewed per project	No of contractor maintenance staff to be interviewed per project	Total No of Questionnaires distributed to Respondents	Total No of Questionnaires retrieved from Respondents	%age achievement
Water Project	14	5	5	3	2	210	160	76

The greater ratio of respondents were assigned to the Youths and Women was as a result of their being major beneficiaries of water projects for domestic purpose while wading greater potentials that could affect (positively or negatively) TEPNG REPUTATION. In addition, two staff of TEPNG were interviewed to obtain seemingly balanced opinion on the sustainability of the projects.

Data were collected with majorly questionnaires and semi structured interviews. The researcher could not deploy Focused Group discussion (FGD) due to continued heightened security challenges in the area.

Analytical Techniques

Data collected were analysed with descriptive statistics and results presented in tables, pie charts, bar charts and histograms. Additionally, Likert type scale was used to deduce degree of Sustainability based on already identified indices bearing in mind participation and ownership (Chambers, 1997, 2007, Bischoff and Lambrechts, 2010, Ogueri, 2010)

Results and Discussions

Socio-Economic Factors of the study

(a) Age

Table 2: Age of Respondents

Range	Water Project (WP) Freq	Water Project (WP) %age
Below 21	9	6
21 - 30	28	18
31 - 40	33	21
41 - 50	50	30
51 - 60	23	14
Above 60	17	11
Total	160	100

Source: Field survey 2016

Table 2 above indicated that 21% and 30% of the respondents were between 31 – 40 and 41 – 50 years old respectively. This showed that beneficiaries of TEPNG CSR programmes were of age to appreciate such gesture; hence they were equally expected to reciprocate with uninterrupted Freedom to Operate (FTO). It also showed the fact that findings / recommendations from the study should be taken seriously in order to sustain existing cordial

relationship with regard to sustainability of TEPNG developmental strides in communities that host most of their key facilities.

(b) Marital Status

Table 3: Marital status of Respondents

Description	Water Project (WP) Freq	Water Project (WP) %age
Married	119	75
Single	39	25
Total	158	100

Source: Field survey 2016

A total of 75% of the respondents were married suggesting that TEPNG may have put some infrastructural projects on ground in their host communities to have discouraged high rate of Rural – Urban migration. Impressively, this showed that more supposedly responsible people still live in these host communities and were involved in the study. The data in Table 3 also confirmed the result in Table 2 above.

(c) Highest Educational Attainment

Table 4: Highest Educational Attainment of Respondents

Description	Water Project (WP) Freq	Water Project (WP) %age
No school Education	26	17
FSLC	24	15
Post Primary	63	40
Post Secondary	44	28
Total	157	100

Source: Field survey 2016

Education liberates the mind and causes it to be critical in reasoning. It may also be associated with recent celebrated cultism in institutions of higher learning in Nigeria and indeed in most oil and gas producing communities. It is against this backdrop that 40% and 28% of respondents attended Post primary and post secondary educations respectively revealing that the study actually involved educated men and women of TEPNG host communities who can speak out their minds without fear of contradictions. Thus, information obtained from the study can be deployed in decision making process which can influence TEPNG community relations policy.

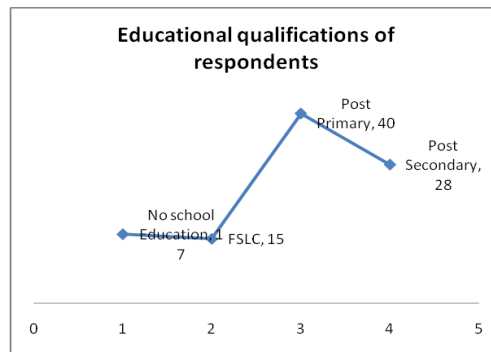


Fig 1. Educational attainment of respondents

Awareness as measure of Acceptability of Projects

Table 5: Awareness Perception of Respondents as a Sustainability Index

Description	Water Project (WP) Freq	Water Project (WP) %age
Aware	155	99
Not Aware	2	1
Total	157	100

Source: Field survey 2016

Acceptability of a development project is an index of sustainability when acceptability of such project cuts across broad spectrum of the community. It is the reverse of a top-down approach where projects of less value to the people were forced down on them. In the case of TEPNG water projects in Egi kingdom, perhaps due to economic importance, a total of 99% of the respondents were aware of the existence of these portable water projects. This is sequel to their utility and usefulness since they are most essential in all human existence as shown in Table 5 above.

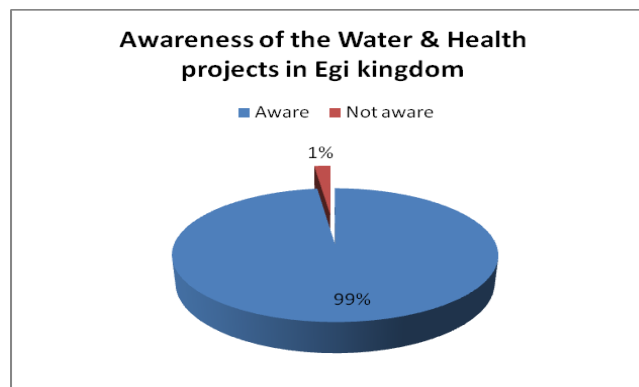


Fig 2. Awareness of water projects existence in TEPNG host communities

Sustainability Measurements of Egi Water and Health Projects

(a) Functionality based on Projects Key Purpose

Table 7: Perceived water project's purposeful service

Description	Water Project (WP) Freq	Water Project (WP) %age
Meet Purpose of establishment	92	58
Does not meet purpose of establishment	67	42
Total	159	100

Source: field survey 2016

Development projects that are functional always meet the desires or primary objectives of their establishments from the beneficiaries. While the Egi water projects narrowly meet the desires of their establishment (58%), the 42% of respondents stressed that the water project never met desires due to poor / ill maintenance resulting to constant faults.

It was discovered that the Egi communities' water projects have not achieved the desires of TEPNG establishing them as shown in the table 7 above where 58% insisted that projects meet desired purpose while the rest (42%) felt otherwise. This desirability is indeed dependent on FUNCTIONALITY of the projects which is also an index of ACCEPTABILITY.

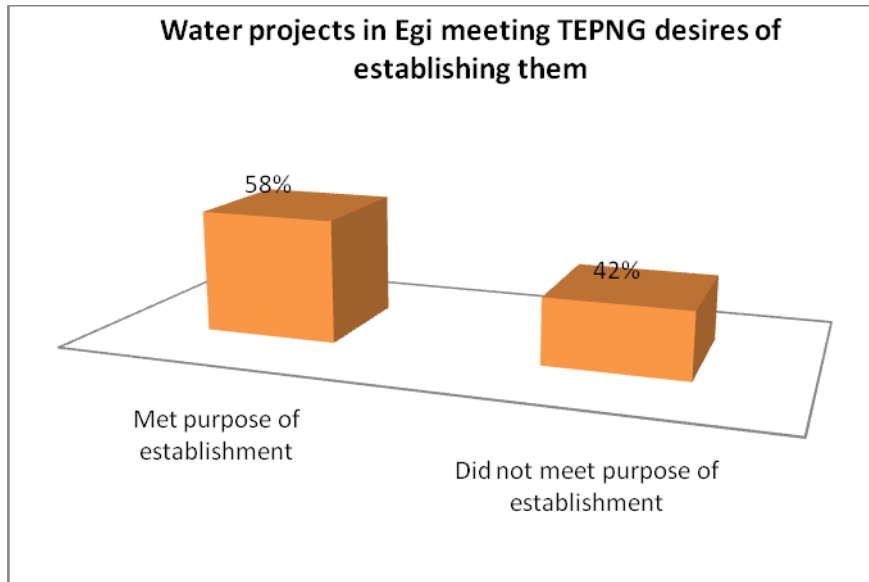


Fig 3: Desirability of purpose of establishment

(b) four-Point Likert Measurement of Functionality and Acceptability based on usefulness of Projects

Table 8: Projects Acceptability / Functionality based on perceived usefulness by Respondents

Description	Not Useful (Freq)	Partially Useful (Freq)	Useful (Freq)	Very Useful (Freq)	Total
Water Projects (WPs)	4 (3%)	14 (8%)	5 (3%)	136 (86%)	159 (100%)

Source: Field survey 2016

The combination of sustainability indices of Acceptability and Functionality are key determinants of interventions utility. TEPNG had provided basic needed infrastructure of Portable Water projects for Egi people. The hardware had been in place but their sustainability will largely depend on the people-oriented software of maintenance (the CSR component of the project). The study therefore needed to know from the beneficiaries of interventions, the usefulness of the interventionist project. The water projects in the TEPNG host communities recorded 86% very useful using the Likert scale measurement as analytical instrument. The implication here is that every Egi person understands the usefulness of TEPNG assistance in the provisions of portable water facilities. However, they were worried that the maintenance to ensure sustainability was left in the hands of benefit captors who were paid and jobs not delivered. They cited instances of broken tap heads and wastages of water (as shown in photographs) to the extent of flooding of houses and communities, delayed response when faults were identified, inability to move round to identify faults, un-kept environment and vandalization / looting of water facilities accessories among others. It could therefore be concluded that while the MoU infrastructural portable water projects were delivered successfully, the CSR component of maintenance to ensure SUSTAINABILITY had probably denied TEPNG the desired Freedom to Operate (FTO) that most comes from the youths in these host communities. In the study area, the degree of cultism was at the increase that it had become almost a lucrative business of kidnappings, armed robbery and rape. Tensed political situation in Nigeria in general had worsened the situation. The politicians had cashed on the prevailing circumstance to distort the FTO that was initially doubtful to keep the operating environment of the multinational oil and gas industries uncomfortable for safe operations. It appeared that TEPNG cannot also hold their primary stakeholders (especially the youths) responsible for non-availability of FTOs.

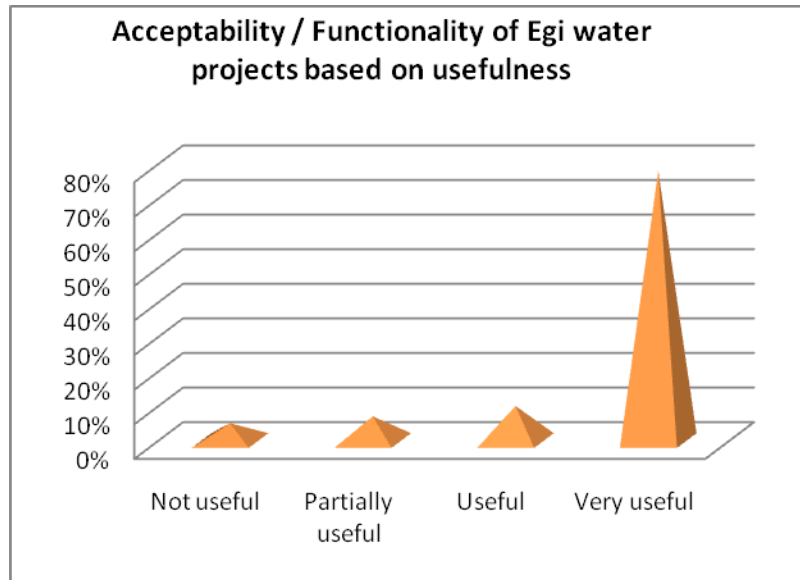


Fig 4. Water projects Sustainability based on Acceptability / Functionality



Fig 5. Evidences of TEPNG CSR water maintenance Projects in Egi kingdom

Sustainability measurement based on Operability and Maintenance

Table 9: Project operability / maintenance as perceived by Respondents

Description	Water Project (WP) Freq	Water Project (WP) %age
Satisfied with current maintenance arrangement	58	39
Di- satisfied with current maintenance arrangement	92	61
Total	150	100

The ability to operate and maintain rural development interventions indeed contribute to the longevity (duration) of the projects and invariably, sustainability. The best practice to addressing such anomaly is usually establishing a project committee (sometimes the CDC serves such purpose) with the responsibility of over-seeing such important projects that address the basic needs of the people. The project Management Committee (PMC) is trained and capacities built in addition to re-engineering the psych of community members to avoid wastages or even generate some token towards the maintenance of such projects. This system will introduce healthy competition amongst the people. According to Table 9 above, a situation where 61% of the respondents were di-satisfied with the current maintenance arrangement of these projects are worrisome. They claimed that the contractors collect money for works they were not delivering, not moving round to identify faults and when called, could not attend to such calls. Respondents therefore suggested that Community Development Committee (CDC) of each of the Egi communities could handle the CSR maintenance component and be accountable to each community's leadership. This will create employment, provide alternative means of livelihood and secure FTO from the youths.

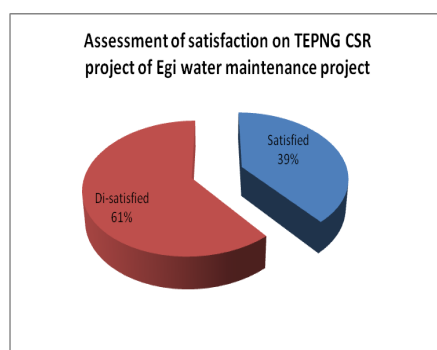


Fig 6. Assessment of TEPNG CSR on Egi communities water maintenance projects

Water Facilities Maintenance Duration by CSR Contractors

Table 10: Time taken to fix identified faults by Maintenance contractors of Egi water projects

Duration	Water Project (WP) Freq	Water Project (WP) %age
1 – 4 days	14	10
5 – 8 days	6	4
9 – 12 days	9	6
Above 14 days	114	80
Total	143	100

Time expended to rectify faults on projects very critical to human existence should be taken seriously. Hopefully, this could be one of the reasons that TEPNG attached contractors to maintain and ensure un-interrupted

flow of portable water to the citizenry of Egi communities. This will go a long way to reducing if not erasing water-borne diseases and also provide the much cherished Freedom to Operate (FTO) by Egi Youths. A situation where 80% of respondents opined that Egi Water Maintenance contractors take above 14 days (2 weeks) to address identified faults beckons for Contract review. Few questions could be postulated to assume reasons for such actions; namely;

- (a) Do the maintenance contractors not have relevant equipment to rectify identified faults?
- (b) Do they not have manpower with the technical know-how to address the faults?
- (c) How do the beneficiaries within the said domain survive without portable water during this period
- (d) Does this have any relationship with a supposed influx in the hospitals or the people could chose to patronize some quacks, an unintended fall out of TEPNG CSR project execution.
- (e) Finally, were the maintenance contractors paid after that and what was the penalty clause attached to such maintenance contracts to prompt vendors to be on their feet towards delivery. The result is that the CSR project beneficiaries would suffer since the contractors were not ACCOUNTABLE to the various communities Leadership.

TEPNG therefore would need to re-examine such contracts if is serious in delivering portable water to Egi communities. Unfortunately, the Community Youths had capitalized on this lapse to occasionally disturb the operations of TEPNG in Egi communities to the extent that cultism had almost overrun the communities and TEPNG FTO under serious threat.

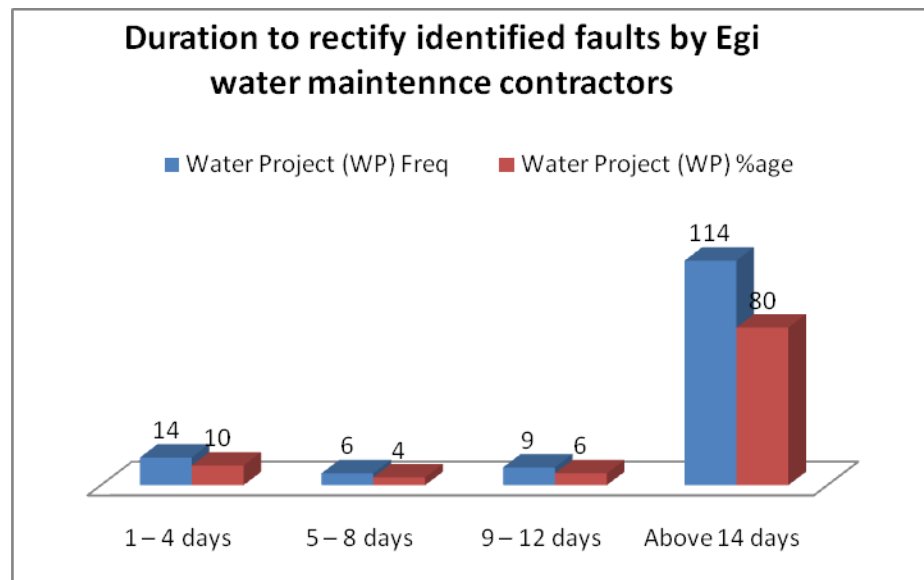


Fig 7. Assessment of CSR project of Egi water maintenance based on Response time

Summary of Findings

Total Exploration and Production Nigeria limited strives to sustain her cordial relationship with Egi kingdom. She identified projects that are of utmost importance to her stakeholders, especially, the primary stakeholders, and the communities. It was against such wisdom that Egi kingdom started enjoying the benefits of portable water. As the saying goes “To whom much is given, much is expected” TEPNG needed to find out if her CSR projects were sustainable. To address this concern in the midst of dwindling revenues from oil and gas business, it became imperative to know how “SUSTAINABLE” was the Egi water maintenance CSR projects, hence this study along the following sustainability indices

- Acceptability of the projects on the basis of ownership
- Functionality as standard and meeting the needs of Egi people and environs
- Operability and Maintenance, the purpose in which a maintenance contract was put in place; hence a need to enhance “Freedom to Operate”.
- Durability with regard to proper handling and periodic maintenance to ensure longevity.

The result showed that demographic representation of the respondents in terms of age, gender and highest educational attainment laid credence to such a study as data were collected from people that were relatively matured and informed, hence quality decision can be made from the results of this study.

Obviously, Egi people were aware of such projects but were not informed of its ownership hence most tap heads were faulty and floods covering individual homes while waiting to repair such faults. Water facility equipments, generators among others were noticed missing. Quarterly engagements could be arranged by TEPNG to enlighten Egi stakeholders on policies associated with rural development projects. The projects were adjudged to be sustainable if not for the irregular maintenance / ill-supervised maintenance contract that had allowed water to be wasted because faults were not attended to timely. The communities accept ownership of the projects especially as they appeal to their basic needs. Due to poor maintenance, communities advocated for mono pumps as alternative projects. Reasons were absence of power to pump water and delay in rectifying faults therefore allowing houses to be flooded.

Conclusion

Considering the foregoing therefore, we wish to conclude that TEPNG took good decision in establishing water projects in Egi communities to address the needs of the people. However, the current maintenance contract should be reviewed to enhance Freedom to Operate un-interruptedly, which is the desire of every Multinational oil and gas industry in the world in order to generate revenue and also meet commitments.

Third Performance Monitoring could help make savings from the current maintenance contract arrangement. Washing of the water tanks should be periodic so that debris could be flushed out early enough.

Structured Monitoring had been identified as critical success factor to any developmental project. Therefore, TEPNG should institutionalize Performance monitoring in all her projects to ensure value for money. Unfortunately, the much-desired Freedom to Operate was absent in Egi communities due to Security / Safety situations and inability of the CSR water maintenance projects to meet TEPNG expectations.

Recommendations

This study made the following recommendations that have the potentials of enhancing the existing corporate image of TEPNG among its competitors with regard to SUSTAINABILITY. These include;

- a. The current maintenance contracts would need to be reviewed to ensure value for money, create employment and enhanced Freedom to Operate for Total Exploration and Production, Nigeria Limited.
- b. Performance Monitoring should be integral part of TEPNG CSR projects / programmes delivery system.
- c. Finally, IMPACT ASESMENT of TEPNG MoU and CSR projects delivery should be enforced to justify expenditures on Social Performance by the Multinational oil and gas industries in the world in general and developing countries in particular. This will definitely provide answers to the issues of Neglect and Marginalization that the Multinational Oil and Gas industries were constantly accused.

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